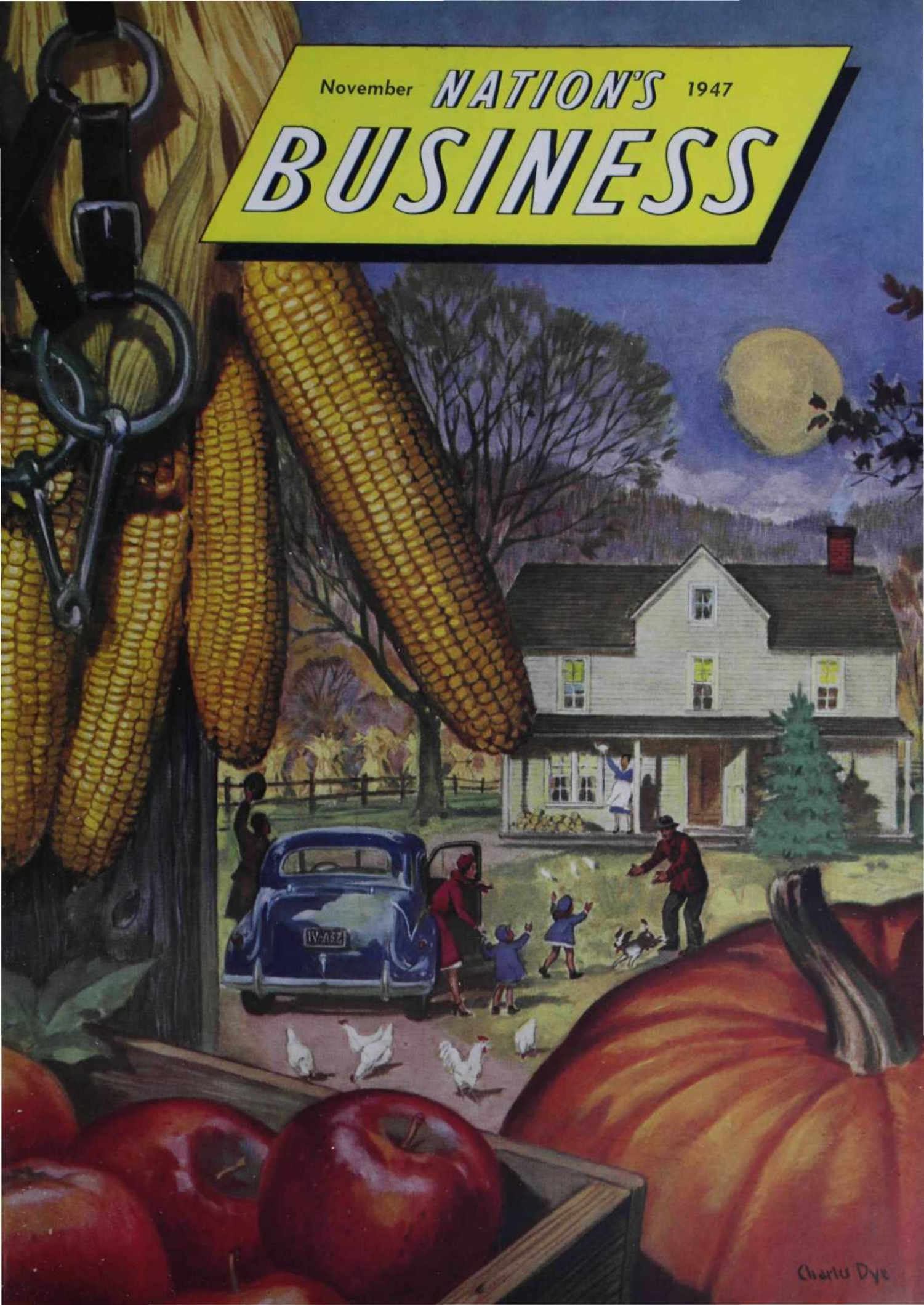


November *NATION'S* 1947

# *BUSINESS*



Charles Dye



# problem...

# solution

Decalcomanias are popular with homemakers because they add gay, decorative touches—and can be applied without fuss. These ready-made designs keep permanently bright and clean because they are coated with a protective film of lacquer, as are many other products—ranging from labels and playing cards to lamp shades and card tables. These crystal-clear, washable, marproof lacquers stem from Hercules nitrocellulose or other cellulose chemicals, and illustrate one of the many ways in which research has made lacquer an indispensable material for protecting and preserving surfaces.

# result...



\* **TO MAKE A BETTER PAPER COATING** ... another development utilizing Hercules chemical materials. The free book, "A Trip Through Hercules Land", describes other uses of Hercules chemicals.



## HERCULES

HERCULES POWDER COMPANY

947 Market Street, Wilmington 99, Delaware

CHEMICAL MATERIALS FOR INDUSTRY



## Milk train 1947 style

*A typical example of B. F. Goodrich improvement in tires*

THESE two tires are being checked for the start of a long milk run — through the Catskill mountains to New York City. The truck is one of 200 which travel night and day bringing milk from five states into metropolitan New York. They run on rigid schedules where delays are costly.

Repair bills used to be high. Delays frequent. Tread wear rapid — even in prewar tires.

Then came the announcement of the new B.F. Goodrich truck tire with the nylon shock shield. This tire was "made to order" for operations such as that of H. L. & F. McBride. Right under the tread are two layers of nylon

fabric used to break the force of sharp blows. The nylon shock shield gives extra protection to the rayon cord body. The result is a 4-way saving for truck owners: (1) Average tire mileage is increased. (2) Tires have greater resistance to bruise. (3) There's less danger of tread separation. (4) More tires can be recapped.

So successful have these tires been that by winter every truck in this fleet of H. L. & F. McBride, Goshen, N. Y., will roll on B.F. Goodrich tires — start to pile up more than 5 million truck miles in the next 12 months.

The development of truck tires with a nylon shock shield is typical of the

constant improvement being made in all types of tires by B.F. Goodrich. Only from B.F. Goodrich can you get truck tires built with a weftless rayon cord body. Only from B.F. Goodrich can you get the added protection of nylon shock shields.

Nylon makes tires more expensive to build, yet these new tires which outwear prewar tires sell at regular prices. *The B.F. Goodrich Company, Akron, Ohio.*

*Truck Tires* BY  
**B.F. Goodrich**



WHAT EVERY BUSINESSMAN SHOULD KNOW ABOUT HIS PARTNER—THE RAILROADS



# You have a stake in the Railroads *Here's Why*

Even if you never ride on a train — never ship a package by railroad freight — the whole pattern of your daily life is interwoven with the railroads. Most of the food you eat is carried to market by rail. And railroads — as the nation's major carriers of raw materials and finished products — have a part in the production of practically everything you use.

So it's important that the railroads continue to improve the service upon which you depend — service at the lowest cost for comparable transportation in the world.

To keep on doing that, railroads need new engines, new cars, new rail, new equipment and facilities of all sorts. These improvements depend in turn on adequate railroad earnings.

"And what," you ask, "is an adequate return?"

Most people think 6% would be no more than fair.

Yet during the past 25 years — and that includes the war years — the railroads averaged a return on their net investment of only 3⅓%.

And in 1947, with a record-breaking

peacetime traffic — railroads are expected to earn less. Such a return is only about half what the railroads need to keep on providing you with the kind of equipment and service you want.

Because this need for adequate railroad earnings directly concerns you, and every other American, the railroads want you to know the facts.

Send for your free copy of the new booklet "You and Your Railroads." Association of American Railroads, Room 981, Transportation Building, Washington 6, D. C.

## Association of American Railroads

WASHINGTON 6, D. C.



# Use the Power of a Pretty Face

to build up your business

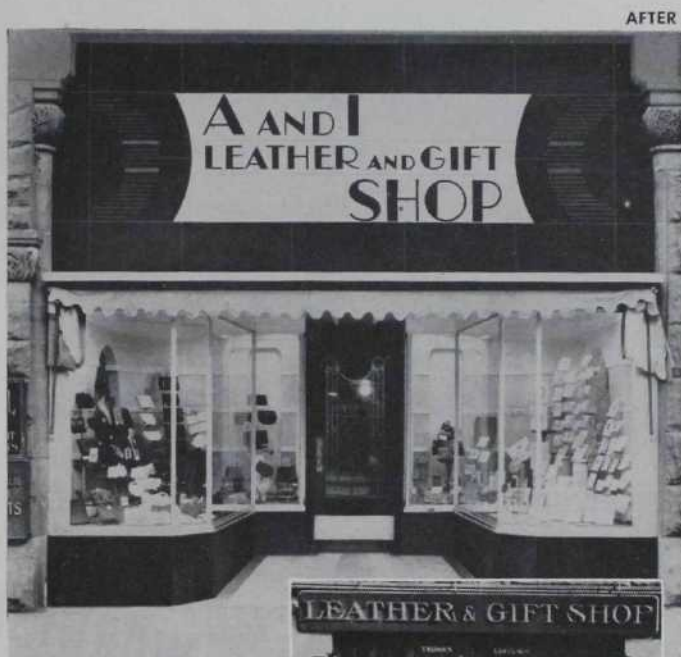


**S**UCCESSFUL merchants all over the country have proved that the shop that has a pleasing face—that is modern and inviting, both outside and inside—invariably attracts the most customers, makes the most sales, shows the greatest profit.

Capitalize on the "power of a pretty face." Remodel *your* gift shop now with Pittsburgh Glass and Pittco Store Front Metal. These products are the recognized leaders among materials for store modernization.

Your architect is familiar with Pittsburgh Products, so consult him for a well-planned, economical design. We'll cooperate in every way possible. And, if you wish, you can arrange for convenient terms through the Pittsburgh Time Payment Plan.

Right now, send for our FREE booklet which illustrates and describes many Pittsburgh Glass and Pittco Store Front Metal modernization jobs. The coupon below is for your convenience.



AFTER



BEFORE

**YOU GET THE JUMP** on competition when you modernize your shop—inside and out—with Pittsburgh Glass and Pittco Store Front Metal. This gift shop in Fort Wayne, Indiana, used Pittsburgh Products to give it real eye-appeal and profit-pull. Architect: A. M. Strauss.

## "PITTSBURGH" STORE FRONTS AND INTERIORS



PAINTS • GLASS • CHEMICALS • BRUSHES • PLASTICS

PITTSBURGH PLATE GLASS COMPANY

Pittsburgh Plate Glass Company  
2371-7 Grant Building, Pittsburgh 19, Pa.  
Without obligation on my part, please send me a FREE copy of your brochure, "How Eye-Appeal—Inside and Out—Increases Retail Sales."

Name.....

Address.....

City..... State.....





NO NEED TO  
WORRY ABOUT  
LABOR COSTS

# IF WAGES ARE GEARED TO PRODUCTION...

WRITE FOR PARTICULARS

YOU'VE GOT TO SPEND MONEY TO MAKE MONEY!

## GEORGE S. MAY COMPANY

*The World's Finest Business Engineering*

840 N. Michigan Avenue  
Chicago 11

122 E. 42nd St.  
New York 17

291 Geary Street  
San Francisco 2

660 St. Catherine Street, West  
Montreal, Quebec, Canada

OFFICES IN OTHER PRINCIPAL CITIES



# Nation's Business

PUBLISHED BY

CHAMBER OF COMMERCE OF THE UNITED STATES

VOL. 35

NOVEMBER, 1947

NO. 11

<b>Trends of Nation's Business</b>	21
The State of the Nation	Felix Morley
The Month's Business Highlights	Paul Wooton
Washington Scenes	Edward T. Folliard
<b>We Can't Afford a Depression</b>	John D. Clark 33
There's no basis for thinking a recession would be mild	
<b>Are We Getting Dumber?</b>	Leo P. Crespi 36
A psychologist reveals the facts about America's IQ	
<b>Lines Busy—6,200 of Them</b>	Lawrence Galton 39
The independent phone companies: giants in disguise	
<b>They Don't Wear Tails and Horns</b>	Carlisle Bargerion 42
The old pressure boys win a vote of confidence	
<b>Word-catchers of Congress</b>	Sam Stavisky 46
The story of the toughest job on Capitol Hill	
<b>Revolution Hits the Barnyard</b>	John A. McWethy 47
Modernization gets a blank check from the farmer	
<b>You, Too, Can Be Called "Senator"</b>	Gerald Movius 50
State legislators may take a belated bow	
<b>Our Bedlam of Shapes and Sizes</b>	Peter J. Whelihan 54
"Simplify" is business' war cry	
<b>Sorry, You Can't Park There</b>	Ray Mitten 60
Traffic problems have the nation in a dither	
<b>Permafrost is Sure a Devil</b>	Wallace Davies and W. E. Peake 65
<b>Don't Toss that Old Book Away</b>	Edwin Ware Hullinger 68
A beat-up volume may shelter a king's ransom	
<b>The Mop and Pail Go à la Carte</b>	Paul D. Green 78
Every day is scrub day to the Frauds	
<b>Is Your Hospital on the Job?</b>	Lawrence Drake 92

## REGULAR FEATURES:

About Our Authors 7	N.B. Notebook 8
Management's Washington Letter 17	Book Reviews 98
Odd Lots 100	Lighter Side of the Capital 104

Cover painting by Charles Dye

**CIRCULATION OF THIS ISSUE 587,000**

LAWRENCE F. HURLEY—Editor

PAUL McCREA—Managing Editor LESTER DOUGLAS—Director of Art and Printing

Associate Editors—ART BROWN, A. H. SYPPER

Assistant Editors—W. L. HAMMER, TOM W. DAVIS

Contributing Editors—HERBERT COREY, JUNIUS B. WOOD

CHARLES DUNN—Staff Artist

RALPH PATTERSON—Assistant to Director of Art

ORSON ANGELL—Advertising Director

JOHN F. KELLEY—Business Manager

Advertising Managers—Eastern, VICTOR WHITLOCK; Western, J. H. BUCKLEY

Circulation Managers—Eastern, DAVID V. STAHL; Western, FLOYD C. ZEIGLER

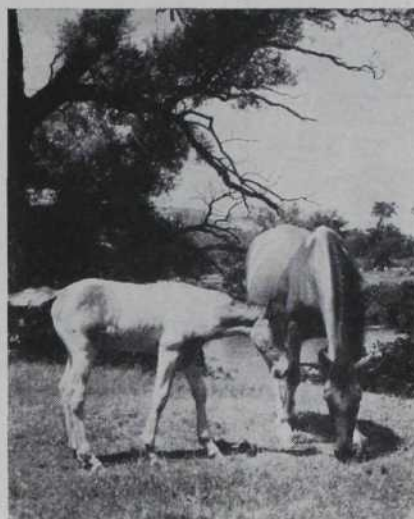
GENERAL OFFICE—U. S. Chamber Building, Washington 6, D. C.

BRANCH OFFICES—New York 17: 420 Lexington Ave., MOhawk 4-3450; Chicago 3: 38 So. Dearborn St., CENTral 5046; San Francisco 4: 333 Pine St., DOuglas 6894; Cleveland 15: Hanna Bldg., CHerry 7850; Detroit 2: General Motors Bldg., TRinity 1-8989.

As the official magazine of the Chamber of Commerce of the United States this publication carries notices and articles in regard to the Chamber's activities; in all other respects the Chamber cannot be responsible for the contents thereof or for the opinions of writers.

Nation's Business is published on the 30th of each month by the Chamber of Commerce of the U. S. at 1615 H St., N. W., Washington 6, D. C. Subscription price \$15 for 3 years. Entered as second-class matter March 20, 1920, at the Post Office at Washington, D. C., additional entry at Greenwich, Conn., under the act of March 3, 1879. Printed in U. S. A.

Nice Place  
to Raise a Family...



## NEW HAMPSHIRE

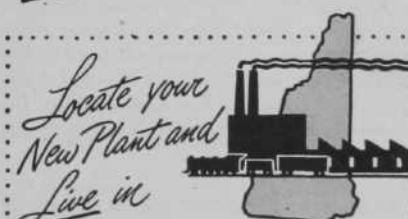
"Where there's a Plus  
in every pay envelope"

More important than wage alone, is the kind of living it buys. In New Hampshire, workers enjoy every day an environment available to many others only during precious days of vacation. This is in a large measure responsible for New Hampshire's excellence as an industrial location. Those who live well, work well!

Along with an environment which favors happy, healthful living, you'll find that low power rates, proximity to mass markets of national importance and a highway system of year-round excellence all join to further emphasize the ideal nature of New Hampshire as a home for small and medium sized industry.



VALUABLE to you will be the informative booklet, "A Plant in New Hampshire." Just address: Merrill J. Teulon, Industrial Director, 977 State Office Building, Concord, N. H.



## NEW HAMPSHIRE

Where there's a Plus in every pay envelope

State Planning and Development Comm.  
CONCORD, NEW HAMPSHIRE

If more convenient, you may address: New Hampshire Information Bureau, 10 Rockefeller Plaza, New York 20, N. Y.





## Safeguards your product . . . protects your profit

Shield the products you ship with strong, cushiony KIMPAK\* creped wadding . . . and off they go to market—safely. For reliable KIMPAK provides maximum in-transit protection.

KIMPAK is soft, clean and good-looking—increases the eye-appeal of any package. It is pleasant to handle and economical. Feather-light and flexible, it adds little weight or bulk to shipments. Highly resilient, it effectively withstands shock and vibration.

KIMPAK is made either liquid absorbent or liquid repellent and is available in a wide variety of types, thicknesses, and backings to suit your particular interior cushioning demands. You will find a specifica-

tion of KIMPAK to meet every requirement of the Four Basic Methods of Interior Packaging—Surface Protection, Blocking and Bracing, Flotation Packaging and Absorbent Packaging.

Learn for yourself how versatile, low-cost KIMPAK can safeguard your products . . . protect your profits. Call or write your local distributor listed in the Classified Telephone Directory under *Packing Materials, Shipping . . . Wadding . . . Packing Equipment and Supplies . . . or Shipping Room Supplies*. Ask him for a copy of the free KIMPAK book on better packaging methods. Or write directly to Kimberly-Clark Corporation, Creped Wadding Division, Neenah, Wis.

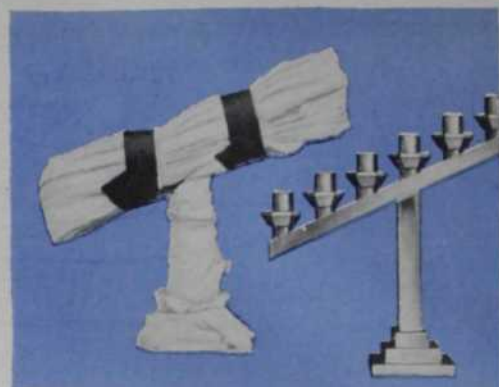
# Kimpak

REG. U.S. PAT. OFF. & FOREIGN COUNTRIES

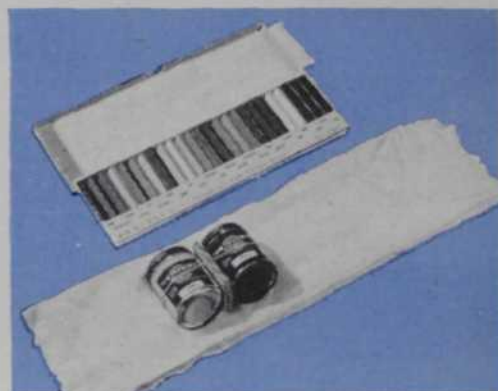


### CREPED WADDING

\*T. M. Reg. U. S. and Can. Pat. Off.



SURFACE PROTECTION — Metal Candelabra  
Photo courtesy Flour City Ornamental Iron Company



BLOCKING AND BRACING — Crayon Set  
Photo courtesy American Crayon Co.



ABSORBENT PACKAGING — Liver Extract  
Photo courtesy Chappel Laboratories



FLotation PACKAGING — Mounted Abrasive Wheels  
Photo courtesy A. P. deSanno & Son, Inc.



# About Our AUTHORS

WHEN HE appointed **JOHN D. CLARK** of Wyoming to his three-man Council of Economic Advisers, President Truman chose a man who had won success in many fields. As a lawyer, Clark served a period as Cheyenne's city attorney, later became a millionaire almost overnight when he won an oil company's case and was paid in stock which soon ballooned in value. When he was 40 he yielded to a lifelong ambition to become a teacher. He resigned his position as president of the Midwest Refining Company and as vice president of Standard Oil of Indiana and went to Johns Hopkins to study. After a stop at Denver, in 1941 he went to the University of Nebraska as dean of the College of Business Administration. In July, 1946, he accepted his post on the President's triumvirate.



HARRIS & EWING

ONE of our editors read a newspaper feature story devoted to the proposition that "Americans are not as smart as they used to be." Though the charge was not a new one, it aroused his interest as to what a psychologist might think of it. Since this subject seemed also to have definite possibilities as an article for *NATION'S BUSINESS*, **LEO P. CRESPI**, assistant professor of psychology and member of the Office of Public Opinion Research at Princeton, was asked to do a story explaining why the charge was—or was not—true. For this assignment, Crespi had a wealth of experience to draw on. His wartime teaching at Princeton gave him opportunity to observe how American IQ's function at upper educational levels. Work in public opinion study gave him an understanding of the man on the street.

IN THE ten years he has been a staff writer for the *Wall Street Journal*, **JOHN A. McWETHY** has spent more of his time talking with farmers and business men in the Midwest than he has on Wall Street. "In fact," McWethy relates, "I've never worked on Wall Street. As manager of the *Journal's* bureau in Chicago, I cover agriculture and

the industries that depend on it in the Midwest. That involves keeping track of everything from barn design to meat packing. In the last two years this has meant visits to such remote spots as the wheat country in Saskatchewan and the dust bowl. In addition to writing about such things as farm machinery, chicken hatcheries, livestock feeding and the dairy industry, I've covered everything from gold mining on the Arctic Circle to tire-making in Akron."

"IF I HAVE a serious thought in my head," says **GERALD MOVIUS**, "it's that political matters are treated too pontifically too much of the time. More people ought to be interested in politics, but I don't think they can be aroused by discussing the subject in \$10 words." Movius has been avoiding \$10 words ever since he was graduated from the University of North Dakota and went to the *Fargo Forum* as a political writer and legislative correspondent. "You, Too, Can Be Called Senator" is, of course, about his own experiences, plus a few assists from men around town who used to cover state legislatures and congressmen who used to be state legislators. "Spike," as he has been called since his first week in newspaper work, now is with the Motion Picture Association of America.

YOU may be sure of one thing as you read about the urban motorist's worst headache, herein called "Sorry, You Can't Park There"—it's the result of pure research.

Not a thought was motivated by his experience as a motorist.

For **RAY CARR MITTEN** has had no such experiences. He does not own an automobile, never has owned an automobile, does not plan on owning an automobile. Why?

"Too tough to find a place to park, they tell me," he says.

Mr. Mitten is a native of Akron, Ohio. He's 30, and has a degree in journalism from Kent State University, a degree which he put to work at once on the staff of the *Akron Beacon Journal*.

He's not yet tired of viewing the Washington scene, but he's thinking more and more these days of how nice it would be to write pieces from foreign capitals for a while.

## Keep Prospects Reminded with Autopoint Business Gifts

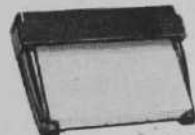


### Give Trouble-Free Autopoint Pencils

They're proved sales boosters. Famous "GRIP-TITE" tips that won't let leads wobble, turn or fall out. Your name or slogan imprinted on these better-writing pencils are constant reminders, good will builders. Wide range of models and prices.



### Give Autopoint Memo Cases



Another popular "Autopoint" imprinted number. Comes in 2 sizes—filled with 200 writing sheets 4" x 6", or 3" x 5". Molded of plastic in black or walnut. Your name on the front will be a constant reminder. Mail coupon for details.

## Autopoint BETTER PENCILS

Fit any Pocket . . . Every Pocketbook  
Autopoint Company, Dept. NB-11, 1801 Foster Ave., Chicago 40, Ill.  
"Autopoint" is a trademark of Autopoint Company

Autopoint Company

Dept. NB-11, 1801 Foster Ave., Chicago 40, Illinois

Please send me details and prices on "Autopoint" Imprinted Business Gifts. ☐ Have salesman call.

Name.....

Company Name.....

Street Address.....

City..... State.....





**T**HREE Ports—Charleston, Georgetown and Beaufort—serve South Carolina and its \$4,000,000,000 tributary market area. Together, they provide extensive facilities for world-wide, coastwise and inland waterway shipping.

Charleston, South Carolina's main world port, has \$20,000,000 worth of modern facilities and equipment, million square feet of fireproof warehouses and huge open storage areas. 7½ miles from the open sea, practically landlocked, the harbor with a broad 35-foot channel lies in a favorable southern climate where weather seldom stops activities. A network of railroads and numerous truck lines bring half of the nation within a quick haul.

An increasing number of manufacturers and shipping companies are taking advantage of South Carolina's three seaports, which are supervised by the State Ports Authority. The Research, Planning and Development Board, organized by the State Government to help established and new industries, will be glad to give you specific details. Write Research, Planning and Development Board, Dept. J, Columbia, South Carolina.

*South Carolina*

WHERE RESOURCES AND MARKETS MEET

# NB Notebook

## Thanksgiving, 1947

PRODUCTION is the solution of the crisis across the seas, we have been told from every side. To get this production means work and, unfortunately, no one has yet devised a way to feed workers on thin air. Food is essential and one may wonder what Americans could accomplish on one-third what they are eating now.

Food conservation here makes a rather dour frame for the picture of the holiday which is celebrated this month. Boards will not groan if Europe is to be saved. The shades of Pilgrim Fathers, though, will nod in approval. They fought Indians and we shall be fighting in this prosaic way for the ideals they founded.

## Wedding pomp

THE pomp and ceremony attendant upon the marriage this month of Princess Elizabeth may seem to have no connection with British economic difficulties but Thomas G. Spates, a vice-president in charge of personnel administration of the General Foods Corporation, hints otherwise. Most economic and production problems, he contends, are merely symptoms of faulty human relations.

In calling for compulsory courses in human relations for all colleges and universities at the twenty-fifth anniversary celebration of the Industrial Relations Section of Princeton University, he said:

"Despite our basic respect and admiration for the exceptionally high standards of social discipline of the people of England, are we not forced to the conclusion that the underlying cause of their present difficulties rests in the traditional attitude of the English aristocracy towards the working classes? In no advanced industrial

country has the master and servant concept of employer-employee relations persisted so long and deeply as it has in England."

As Mr. Spates sees it the paramount challenge of our time is "that people at all levels of human organization everywhere may get spiritual as well as material satisfaction from their work experience." The response of our own industrial leaders, he maintained, has most always seemed to be "too little and too late."

## Business story

"BUSINESS must tell its story," usually crops up as a phrase or a theme at most conventions. Gradually it appears to be overcoming business inertia, traditional distaste or a combination of both.

For trades and industries which come in fairly close contact with the public, the wisdom of heeding such counsel ought to be evident. For other lines, further removed from public attention, the urge may prove less compelling.

The Machine Tool Congress at Chicago, therefore, was considered a happy augury of the change in business sentiment towards public relations because the industry is more than a little distant from public contact. It "makes the machines that make machines" and shares no public spotlight.

Nevertheless the tool makers have decided to have closed doors no longer. Plans are crystallized in the phrase: "Industrial production is a public service." Information will stream forth to the public and workers as well as to customers. Lip-service to the old convention theme is over. Action starts.

## Fair trade prices

IN THE agitation over high prices the influence of price maintenance laws has not been overlooked. Most of the states have legislated fair



# Which Girl

## GETS MORE WORK DONE?



The girl at the right. The girl at the left? She's just working *harder*. She must assemble, interleave, type and register information through many thicknesses of paper, correct carbon copies individually.

But the other young lady types on a *single* sheet—a new Multilith reproducing master which already has the form on it in reproducing ink. She makes erasures just *once*. Then from this *one* writing, she quickly transforms blank paper into finished business records —

complete with form and written information —on a Multigraph duplicator.

These amazing new masters provide few or many clean, legible copies—will even reproduce themselves—make a master from a master!

A demonstration will show how the exclusive Multilith process can speed work-flow, cut costs, eliminate stocks of printed forms. Ask your local Multigraph representative, or write Addressograph-Multigraph Corporation, Cleveland 17, Ohio.



# Multigraph

TRADE-MARK REG U.S. PAT OFF

### SIMPLIFIED BUSINESS METHODS

Multilith, Systemat and Multigraph are Registered Trade Marks of Addressograph-Multigraph Corporation.

Purchasing • Receiving • Inventory • Order Writing • Shipping • Billing





Every executive contemplating a relocation should read this leaflet. It outlines a service that provides confidential, complete, current information on available industrial sites and plants.

FOR busy executives, finding a convenient source of full information about available buildings and plant sites is an important first step.

That's where you can use The Milwaukee Road's leaflet, "How to Find a Home for Your Business." It tells how our Industrial Development Department provides a service to bring new industries to communities in the twelve states served by The Milwaukee Road between the Great Lakes and the Pacific Ocean.

It shows how we plan industrial districts . . . outlines the type of data we can provide on labor, markets, shipping and power fa-

cilities, raw materials, taxes and residential conditions.

Whether your business is large or small, we can help you relocate. Our confidential services are available without obligation. Write for leaflet today to J. C. Ellington, Industrial Commissioner, The Milwaukee Road, 307N Union Station, Chicago 6, Ill.



Black area shows Milwaukee Road States

## THE MILWAUKEE ROAD

*The friendly Railroad of the friendly West*

trade and the Miller-Tydings Act is the federal enabling law which was signed "reluctantly" by President Roosevelt.

The state and federal legislation permits manufacturers of branded goods to fix resale prices. The object was to prevent brands from being used as "loss leaders," thereby reducing their sales to other dealers who did not wish to compete on that basis.

"Loss leader" retailers have stirred up some heat against fair trade laws, contending that they are powerless to meet public demand for lower prices as long as such legislation stays on the books. The fact is, however, that only a small percentage of the merchandise in a big store is price fixed under the fair trade laws. Moreover, in at least one important field, drugs and toilet goods, prices appear to have behaved quite reasonably.

Thus, F. J. Griffiths of the National Association of Chain Drug Stores refers to a survey of 7,334 items. Weighted by actual sales, the increase in fair trade prices from 1939 to 1947 has been only 3.1 per cent for drugs and toiletries as against 59.3 per cent for all cost-of-living items.

### Food and coal

AS WINTER approaches in western Europe it is made abundantly clear that food and coal are the prime necessities. Supplies of both have a close relationship, as Willard L. Thorp, assistant secretary for economic affairs of the State Department, recently told members of the Coal Exporters Association of the United States.

Coal production in the Ruhr goes up and down in line with the food ration the miners receive in spite of other incentives.

On the other hand food production is greatly increased by the use of fertilizer. Yet Mr. Thorp reported that because coal was lacking, Europe had an idle capacity of 380,000 metric tons of nitrogen. Since a ton of nitrogen combined with other nutrients will increase the yield of wheat by 12 tons, Europe is shy a possible 4,560,000 tons of grain.

We are trying to cut through this vicious circle with coal exports which have been running at the rate of 50,000,000 tons a year.

### Reorder system returns

"HAND-TO-MOUTH buying" came into wide use as a trade term after the price collapse in 1920. What it



This 1600-page Master Volume gives you  
**A COMPLETE COURSE IN  
 BUSINESS MANAGEMENT**

Learn in Spare Time—at Low Cost!

You can get ahead faster in business, advance to higher duties and larger earnings—if you are TRAINED to handle executive responsibilities. THE BUSINESS EXECUTIVE'S HANDBOOK gives you clear-cut guidance on how to prepare yourself for business leadership.

THE PRENTICE-HALL  
**Business Executive's Handbook**

This self-instruction volume makes available to you for instant use a vast wealth of business information that you can apply immediately in whatever work you do. The Handbook is so arranged that you can (1) look up any item you need, with the mere flip of a finger, and (2) study a particular branch of business from its fundamentals to its advanced applications.

7700 USEFUL FACTS TO HELP YOU

*Advance Yourself in Business*

Here is just a small fraction of the thousands of items on which the BUSINESS EXECUTIVE'S HANDBOOK gives you practical, time-saving, money-making help and guidance:

**THE DOLLARS AND CENTS OF BUSINESS:** A real executive knows how to "figure"—knows short-cuts in business mathematics that make him a quick thinker in a business deal. This section of the Handbook shows you: how to calculate simple and compound interest; bank discounts; savings through cash discount; trade discounts; averages; markup and selling price; annuities; sinking funds and amortization; depreciation; freight rates; verifying by check numbers; tables of weights, measures and values; miscellaneous tables.

**WRITE BETTER LETTERS:** Can you put your ideas across "on paper"? This section of the Handbook covers: a plan to improve letters; compiling a correspondence manual; letter-appraisal chart; tone and spirit of the letter; how to answer an inquiry; letters refusing requests; letters to revive inactive accounts; letters that build goodwill; how to answer complaints; legal aspects of business letters; mechanics of the letter; special forms of address; dictionary of correct usage.

**HOW TO SELL BY DIRECT MAIL:** What products can be sold? What are the steps in planning direct-mail selling? Here is expert guidance on: selecting lists; types of direct mail; self-question chart of direct advertising; testing direct mail; how to record results; how to get and build mailing lists; how to write sales letters.

**HELPFUL FACTS ABOUT ADVERTISING:** Facts for small advertisers; developing demand; how to work with an advertising agency; fixing the advertising appropriation; selecting the right media; testing your advertising; how to design and register a trade-mark; copy-right procedure; printing and typography.

**MANAGING SALESMEN:** If you are ever required to build and manage a sales force, turn to the Handbook for useful facts on: determining sales territories; sales quotas; recruiting and selecting salesmen; equipping, training and compensating salesmen.

**SALES CONTRACTS AND FORMS:** Essentials of a contract; when a sales contract must be in writing; forms of contracts for sale of merchandise; conditional sales contracts; lease agreement; miscellaneous clauses in sales contracts; contracts appointing agents for

sale of merchandise; miscellaneous clauses in agency agreements; contracts employing salesmen; special provisions in salesmen's contracts; foreign trade definitions.

**HINTS ON BUYING MERCHANDISE:** Buying the right thing; how to standardize specifications; buying the right amount at the right place, at the right time, at the right price; procedure for handling and analyzing bids; requisitions and purchase orders; receiving and inspecting incoming goods; checking invoices; stores and inventory control.

**HOW TO MANAGE AN OFFICE:** Do the little details of office routine "throw" you? Here is a commonsense road-map to follow when you need help on: planning and maintaining the office for efficiency; equipment, files and appliances; making office procedure function smoothly; economies in the use and printing of forms; hiring and training new employees.

**HOW TO CHECK CREDITS AND INCREASE COLLECTIONS:** Sources of credit information; Dun & Bradstreet reports; special agency reports; credit interchange; salesmen, attorneys and banks as credit reporters; law relating to checks, notes, drafts or bills of exchange; how to write letters granting or refusing credit; how to write collection letters; collection reminders; form collection letters.

**HOW TO DEAL WITH THOSE WHO OWE YOU MONEY:** Collection of a claim by suit on the unpaid obligation; out-of-court agreements; assignment for benefit of creditors; equity receiverships; voluntary or involuntary petition in bankruptcy; corporate reorganizations; wage earners' plans.

**FINANCIAL STATEMENTS:** Do you know how to read a balance sheet? The Handbook tells you the meaning of: current assets; fixed assets or fixed capital; tangible fixed assets; investments; deferred charges; current liabilities; fixed liabilities; deferred credits; contingent liabilities; reserves; capital stock; surplus.

**BUSINESS INSURANCE:** How to reduce the cost of ample insurance protection; law governing insurance policies; types of policies: fire, burglary, theft, robbery insurance; fidelity and surety bonds; credit insurance; miscellaneous coverages; business insurance; group insurance.

**DIRECTORS, OFFICERS, STOCKHOLDERS:** Law relating to directors; removal of director with or without cause; liability of director for acts beyond corporate powers; law relating to officers; liability of an officer for mismanagement; rights, liabilities of stockholders.

**CORPORATE MEETINGS, MINUTES AND RESOLUTIONS:** Preparations for meetings; stockholders' meetings; directors' meetings and committee meetings; how to keep minutes of meetings; parliamentary procedure.

**PARTNERSHIPS:** What a partnership agreement should contain; division of profits and losses among partners; liability of a secret partner; power of a partner to borrow money, collect debts, employ assistants, purchase and sell property; liability of an incoming partner; changing to a corporation.

**TYPES OF BUSINESS ORGANIZATIONS:** Choosing a form of organization for a business; raising of additional capital; power to do business in any state; choosing a name under which to do business.



**BUSINESS  
 EXECUTIVE'S  
 HANDBOOK**

**SECOND EDITION**  
 Revised and Enlarged

17

BOOKS  
 IN ONE

1600 PAGES  
 5 x 8 inches,

with  
 CHARTS,  
 TABLES,  
 DIAGRAMS  
 ILLUSTRATIONS,

7700  
 SEPARATE  
 ITEMS

Fully Indexed for  
 Instant Reference

**Get This Executive Training  
 in Just a Few Minutes a Day**

Now you can learn, in spare time, the techniques of successful executive control. At home, evenings or week ends, or during lunch hours, why not set aside a few minutes regularly to gain this greater knowledge of business? THE BUSINESS EXECUTIVE'S HANDBOOK is virtually a complete course in business management—giving you step-by-step guidance on every phase of business you must know about to qualify for advancement and bigger pay.

Without this knowledge, you run the risk of being tied down forever to a "dead end" job, while others who are trained for executive work move ahead to better jobs and more money. The training you get from THE BUSINESS EXECUTIVE'S HANDBOOK can be applied immediately. Every section—every chapter—every page—gives you practical business facts you can use to cut costs—save time—build profits—make yourself WORTH MORE in whatever work you do!

**The Most Valuable Collection of Business Information  
 Ever Brought Together in a Single Volume!**

The BUSINESS EXECUTIVE'S HANDBOOK shows you the most effective ways to handle business matters of every description. Helps you save time with its handy tables on markups, trade discounts, compound interest, methods of depreciation, etc. Illustrates numerous sales contracts and similar forms. Tells you how to handle

**FREE  
 10-DAY  
 TRIAL**

your work so as not to become bogged down with details—how to be convincing in meetings—how to win co-operation from others—how to cut corners to save time—and money. Just one single suggestion out of the thousands contained in the Handbook can pay for its cost over and over again! Examine it 10 DAYS FREE. Just fill in and mail coupon below.

**SEND NO MONEY**

Prentice-Hall, Inc. Dept. NB-11-47  
 70 Fifth Avenue, New York 11, N. Y.

Please send me, for 10 days' free inspection, a copy of the Prentice-Hall BUSINESS EXECUTIVE'S HANDBOOK. Within 10 days I will either return the book and owe nothing, or send you initial payment of \$1.50 and then \$2.00 a month for three months until the price of \$7.50 (plus postage) is paid.

(If you send entire amount of \$7.50 with this coupon, we will pay the postage. Same return privilege—and your money back if you are not completely satisfied.)

Name .....

Address .....

City ..... Zone ..... State .....

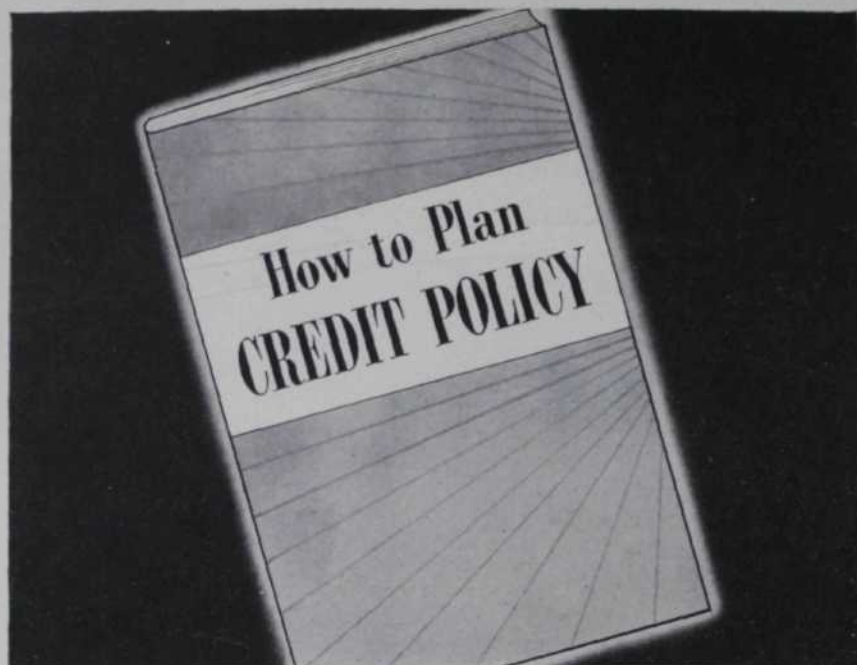
**MAIL THIS COUPON**

**PRENTICE-HALL . . . a guarantee of  
 RELIABILITY for over 33 Years**

Ask ANY accountant, lawyer, banker or top corporation official about PRENTICE-HALL. He will tell you that PRENTICE-HALL ranks among the foremost publishers of the entire world, in the field of business.

More than 17 million students in high schools, colleges and universities have secured their business training with the help of PRENTICE-HALL textbooks. Now, in the Prentice-Hall BUSINESS EXECUTIVE'S HANDBOOK, this world-renowned organization brings you condensed authoritative guidance on business matters of every description—with the assurance that every item in this Handbook is thoroughly reliable, accurate and in accordance with the most modern, accepted business practices.





*Just Published—* **This New Book**  
**May Save Your Company THOUSANDS OF DOLLARS**  
**in the Next 12 Months**

**T**ODAY it is vitally important for your business to have a sound credit policy. Credit losses are climbing, and no one knows how far this trend will go. *It's time to watch your receivables.*

"HOW TO PLAN CREDIT POLICY" was written to give business men the information they need to meet these current conditions. This book shows, with actual case histories, the procedure by which shaky accounts can often be detected before they become delinquent. It outlines the methods whereby executives can avoid squandering their time . . . by formulating policy rather than executing credit details. It explains the basic principles of all credit policy.

Finally, "HOW TO PLAN CREDIT POLICY" tells, with charts and examples, how the MINMAX Principle of Credit Control, accomplished through Credit Insurance, permits accurate budget calculation . . . provides freedom from unexpected credit losses and prevents an excessive number of delinquent accounts, thus safeguarding both your working capital and your profit.

We will be glad to send you "HOW TO PLAN CREDIT POLICY" without cost or obligation. Write for your copy today. Address: American Credit Indemnity Co. of New York, Dept. 41, Baltimore 2, Md.

*J. T. Fadden*  
 PRESIDENT

**American**  
**Credit Insurance**  
*Pays you when*  
*your customers can't*



OFFICES IN PRINCIPAL CITIES OF UNITED STATES AND CANADA

meant was that stores no longer bought for a whole season ahead but only for nearby needs which they could gauge much more accurately.

The emphasis was placed on low stocks and fast turnover. Retailers were determined not to get caught again with big inventories of overpriced goods or stocks of unsalable styles (because the fashion tempo had quickened, too).

From two seasons a year, the buying periods jumped to four. Many store representatives were visiting their markets at monthly intervals. Styles and values were pretested like the pilot plant operations in industry.

Last spring saw a return to this practice after a lapse in the war years when it was not demand but supply that was important. Small initial buying, particularly on fashion merchandise, followed by mass merchandising on the re-order basis, has returned in retail operations.

It means that customers will fare better and that stores ought to avoid the sharp markdowns they suffered in the first half of this year.

#### Lady lathers

WORLD WAR I brought women into a greater variety of jobs and broke down many previous barriers. World War II accentuated the trend.

A Labor Department survey in New York State shows that there has been no sharp decline in the employment of women such as many expected after V-J Day. The number is 400,000 or 27 per cent ahead of prewar years.

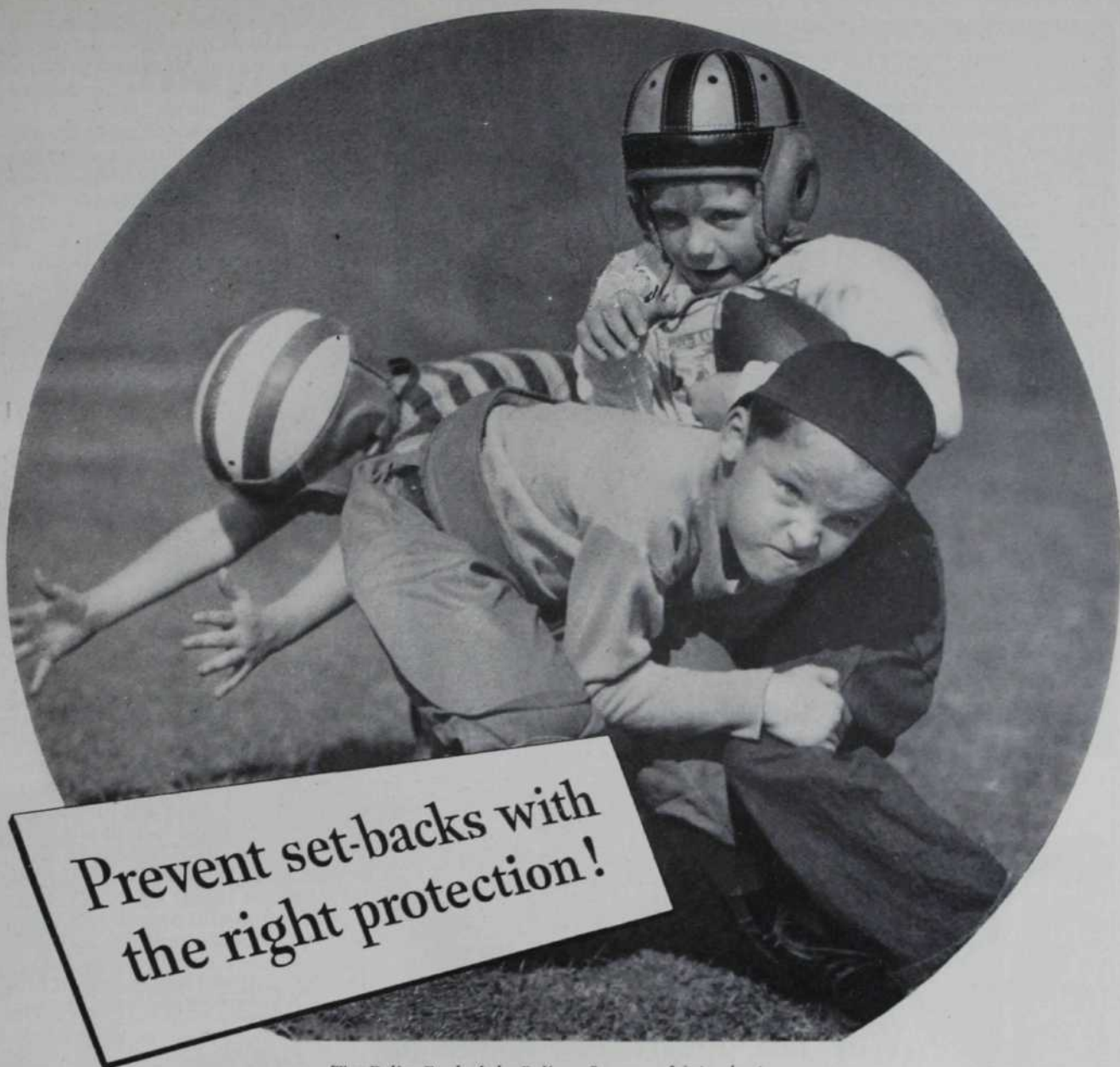
Almost one third of the female force is engaged in manufacturing, a substantial rise. Women now comprise 15 per cent of all workers in the metals and machinery group as against nine per cent before the war. Rosie the Riveter apparently liked her job, and the family can buy steak instead of stew meat, which explains something or other about high food prices.

#### Loan repayments

WITH sorry recollection of the problems we ran into trying to collect on our loans after World War I, what does a practical business man suggest to meet the same transfer difficulty this time?

Lewis H. Brown, board chairman of the Johns-Manville Corporation, has offered two ideas. One, based on the fact that the loans





**Prevent set-backs with  
the right protection!**

*The Policy Back of the Policy—Our way of doing business  
that makes your interests our first consideration*

**D**OWN goes Johnny! His interference meant to stop that tackler. But good intentions aren't enough.

That goes for your own business, also. To protect your people, to avoid costly set-backs, you need to eliminate whatever causes accidents. Essential, too, is sound workmen's compensation and liability insurance. Your Hardware Mutuals representative is specially trained to help provide the full protection you need—however large or small your business. Our Safety Engineering Service is designed to boost production, lower costs, through accident prevention.

Further plus-protection is yours with the *policy back of the policy*. Employee goodwill thrives on our prompt, fair claim settlements. Our service is fast, friendly, nationwide. And our policy-

holders have received substantial dividend savings every year since organization.

Send for our free booklet, "Industrial Safety Procedure." Investigate the many savings of Hardware Mutuals *Program Plan*. Licensed in every state, offices coast to coast.

*Non-assessable Casualty and Fire Insurance for your  
AUTOMOBILE . . . HOME . . . BUSINESS*

# Hardware Mutuals

## FEDERATED HARDWARE MUTUALS

*Hardware Dealers Mutual Fire Insurance Company, Home Office, Stevens Point, Wisconsin  
Mutual Implement and Hardware Insurance Company, Home Office, Owatonna, Minnesota*

## HARDWARE MUTUAL CASUALTY COMPANY

*Home Office, Stevens Point, Wisconsin*



Messages like these appear in leading consumer magazines to get more and more people to use the 'yellow pages' in finding local dealers of advertised brands.



Dealers are told, in their trade publications, the advantages of being identified in the 'yellow pages' with the brands they sell.

## Why this advertising campaign links your prospects with your product

Year in, year out, the 'yellow pages' of the Telephone Directory have been publicized in national magazines. In this year alone, a total of 246,000,000 messages will appear in Life, Saturday Evening Post, Ladies' Home Journal, Time, Collier's, and others.

As a result of this long, steady campaign, Trade Mark Service in the 'yellow pages' has grown in importance in helping manufacturers to localize their national advertising. It's always popular with consumers because every telephone subscriber has a directory and can easily refer to the classified section.

Trade Mark Service... which consists of putting your trade-mark and name over a list of local outlets... does receive plenty of attention from seekers of branded products. It's a well-developed link between your prospects and your product... one that prevents substitution and effectively insures your national brand name advertising.



must be paid off in goods, would permit import quotas, duty free up to 10 per cent of American production which now has a protective or prohibitive tariff.

His other proposal calls for repayment in the foreign currency which would be deposited to the credit of the American government. These funds would then be available for the purchase of shares and securities in the industries of the borrowing country. American investors would buy the shares for dollars paid to their own government, thus liquidating foreign debt.

### Big mama

ALONG the Mississippi you don't have to ask twice who "Big Mama" is. She is just the biggest towboat in the world, the "shovingest" boat on the river.

Early in her career she set a mark no other boat has equalled by pushing 61 barges of coal from Cairo to New Orleans. That was enough coal to fill 1,500 railroad cars.

The *Sprague*, 315 feet long and with a stern paddle wheel 37 feet in diameter, was built in the luxury pattern of the famous river packets in 1902. She is to be retired and scrapped after 45 years of service. Her owners, the Louisiana division of the Standard Oil Co. of New Jersey, will replace her with streamlined Diesel boats.

Wood, coal and now oil. But "Big Mama's" whistle has been willed to another river steamer, so many's the tale that will still be told of her prowess as the echoes roll through the bayous.

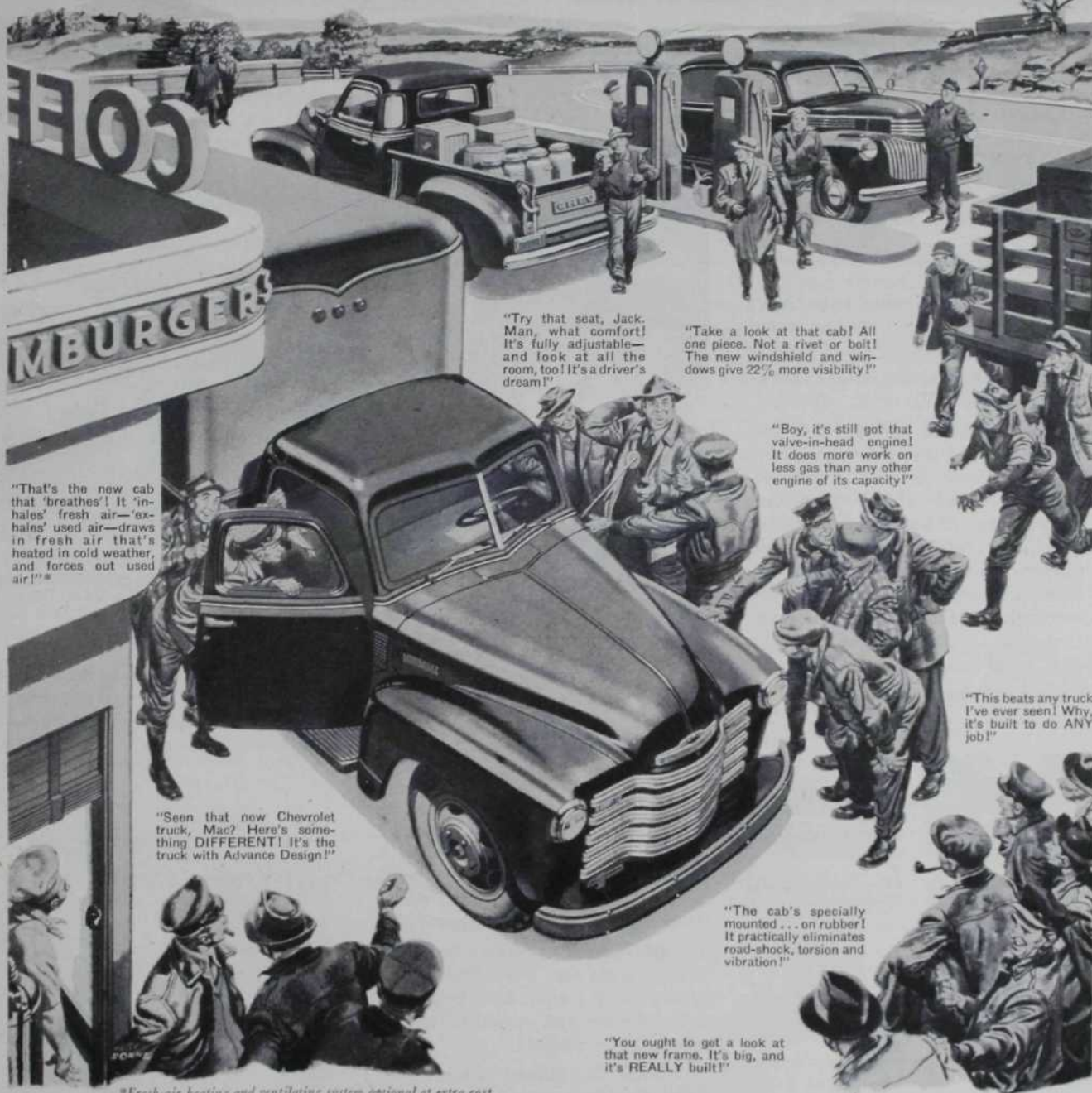
### Economic accounting

FRANZY EAKIN, vice-president of the E. A. Staley Manufacturing Company of Decatur, Ill., believes we have too many government statistics and not enough accounting. So he established Economic Accounting, Inc. and proceeded to draw up an "Accounting Report of the National Economy, 1946."

As the author admits, this report states few conclusions and offers no solution for the economic problems raised. He explains, however, that he had in mind only a demonstration of method and, secondly, a recommendation. The report is the demonstration and the recommendation is "that economic accounting principles and techniques be used for solution of economic problems as accounting has been used to solve economic problems of private enterprises."



**"They're the talk of the coffee stops!"**



"Try that seat, Jack. Man, what comfort! It's fully adjustable—and look at all the room, too! It's a driver's dream!"

"Take a look at that cab! All one piece. Not a rivet or bolt! The new windshield and windows give 22% more visibility!"

"Boy, it's still got that valve-in-head engine! It does more work on less gas than any other engine of its capacity!"

"This beats any truck I've ever seen! Why, it's built to do ANY job!"

"The cab's specially mounted... on rubber! It practically eliminates road-shock, torsion and vibration!"

"You ought to get a look at that new frame. It's big, and it's REALLY built!"

"Seen that new Chevrolet truck, Mac? Here's something DIFFERENT! It's the truck with Advance Design!"

"That's the new cab that 'breathes'! It 'in-hales' fresh air—'ex-hales' used air—draws in fresh air that's heated in cold weather, and forces out used air!"

*\*Fresh-air heating and ventilating system optional at extra cost.*

**New Advance-Design**

# **CHEVROLET TRUCKS**

**with the Cab that "Breathes"**

**FOR TRANSPORTATION UNLIMITED**

CHEVROLET MOTOR DIVISION  
GENERAL MOTORS CORP.  
DETROIT 2, MICHIGAN





# Here's the new kind of tire that astonished auto engineers!

New Super-Cushion by Goodyear is first to absorb lateral shock satisfactorily

Here's what hard-boiled automotive engineers said when they had tested this completely new kind of tire:

"Let's get that tire on our cars as soon as possible!"

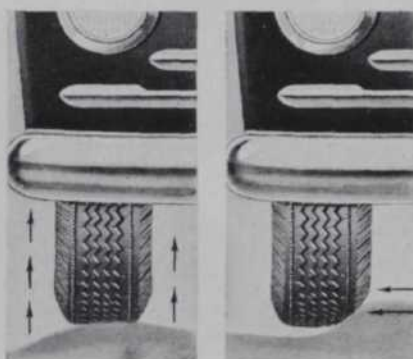
Why? Because here for the first time was a tire that did what *no* tire had ever done before! It satisfactorily absorbed lateral (crosswise) shocks—one of the few things that still had to be engineered out of the modern motor car. It gave an unbelievably smoother ride—not only on rough roads but even on good ones.

Bigger and softer than the conventional tire, the Super-Cushion builds up less pressure. This means it does



The speed with which leading car makers accepted this new kind of tire indicates definitely that it is the tire of the future.

Auto engineers call it the first tire in 15 years to make a positive contribution to driving comfort and safety.



Till Goodyear produced Super-Cushions, lateral or crosswise shock had never been satisfactorily absorbed. Pillow-like Super-Cushions soak up lateral shocks, giving an unbelievably smoother ride.

not lose its better riding qualities on a long run.

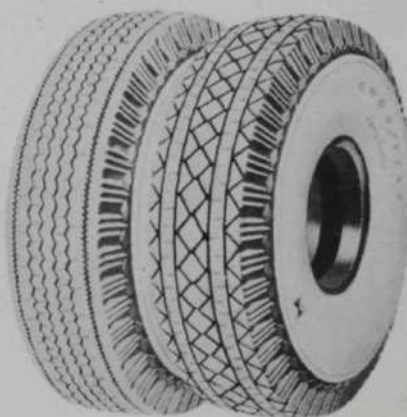
The engineers found that this bigger tire rolls with the punch! It's a *safer* tire! It *yields* instead of resisting impacts. There's less chance of cutting, bruising, or breaking.

And because it's a softer tire with stop notches *molded* across the tread, you get better traction—and *notice* it when you step on the brakes or gas.

Super-Cushions make a small car feel like a big one. You seem to float in and out of traffic. And they make *any* car safer and easier to handle, especially on turns.

*Mileage?* In millions of test miles, Super-Cushions consistently averaged *more mileage than the best standard tires!*

Call on your Goodyear dealer today and find out how you can enjoy the advantages of Goodyear Super-Cushions on *your* car!



The new *Super-Cushion* by **GOODYEAR**

ALMOST LIKE FLOATING



# MANAGEMENT'S Washington LETTER

► DOLLAR WANT APPEARS in the midst of business plenty.

Despite record high exchange of dollars many business men find they are able to keep fewer of them—in proportion to today's business requirements.

Don't let high dollar volume obscure possible danger signs.

These are times to watch your books more carefully than ever.

Pay particular attention to these two factors:

Working capital, profit margin.

Careful auditing now may indicate necessary shifts in policies, practices.

Here's what is happening in many business units:

Higher cost inventories absorb working capital.

High cost of doing business (higher wages, rent, utilities, freight rates) narrows profit margins.

This brings two results:

Profits may fail adequately to replace working capital.

The business is less able to absorb possible drop in inventory value.

For example:

Suppose you had a small business prewar with inventory of \$10,000 and cash of \$10,000—net worth of \$20,000.

Same business now with same net worth would break down this way: Inventory, \$16,000; cash, \$4,000.

(Bear in mind that this cash has far greater costs to cover than it had prewar.)

Now suppose you suffered a 30 per cent drop in inventory value in the prewar business. Net worth still would have been \$17,000.

Same cut in inventory value under today's pattern would leave you with net worth of \$15,200.

Squeeze caused by rising inventory costs is evident in this fact:

Commercial bank loans have skyrocketed by 56 per cent in 15 month period.

Rise is from \$8,000,000,000 to \$12,500,000,000.

Where is the money going?

Increase in New York City banks is \$1,500,000,000. That's big business, which also has raised working capital through stock issues.

Rise in banks outside New York City is \$3,000,000,000. That's (mostly) small business.

Result of absorbing higher costs is indicated in drop of department store net profits from above 6 per cent in 1946 to 3.2 in first six months of this year.

This drop was caused in part by mark-downs, in part by rising costs.

Reminder: If you have a bank loan any

shrinkage in inventory value comes out of you, not the bank.

► YOU'LL HAVE TO LOOK both ways at your credit problems this month.

If you deal with consumers on credit your goods soon will start moving out on more lenient payment terms.

And at the same time replacements will come in on stricter terms.

Free market in consumer credit (freed by end of Regulation W) means more retail business will be done with paper.

If you can't handle it yourself, better see your banker, get in position to meet credit terms of your competition.

You are limited now only by your own judgment and ability to finance.

Wholesalers and manufacturers, in need of money to finance their own inventories, are cutting down accounts receivable.

Some have ended all open accounts, demand payment within 10 days.

► NINETY-THREE PER CENT of New York's credit men expect greater rate of business failures next year.

Most of them think this year's total will be greater than in 1946. Why?

They list two principal reasons: Poor management, excessive inventories.

► BUT HERE'S ANOTHER view—

What the big fellows think of next year's outlook is shown in poll of members of Association of National Advertisers.

Eighty-four per cent (of the one-in-four members polled) said sales will equal or exceed sales this year.

Secretary E. T. Batchelder found advertising budgets generally are rising, with some shooting up as much as 50 per cent.

► FOUR DAYS OF INFORMAL meetings will establish policies of second regular session of Congress.

These are the days between January 2, when Congress meets officially to adjourn first session and January 6, when Congress formally opens second.

On these days leaders and key members will meet in traditionally smoke-filled rooms to develop policies.

They will have an informal look at the budget totals, assess feeling on



# MANAGEMENT'S Washington LETTER

Marshall plan, decide on ammunition for presidential candidates.

With these principal considerations in mind they will set the pattern.

Sure bet: Congress will vote personal income tax reduction of 10 to 20 per cent.

Include in that savings made through community property provisions.

Overriding all other issues will be Marshall program.

If developments by that time force appropriations near figure asked in Paris report, tax cut may be smaller.

But there still will be a tax cut.

If program is sharply reduced (as appears likely now) tax cut may be larger.

G. O. P. majority will supply its campaign speakers with stump materials.

There will be at least a gesture toward national welfare program.

Revision of Taft-Hartley Act depends on labor's actions in next four months.

House probably will boost minimum wage to 60 or 65 cents. Senate probably will kill any change.

Keep in mind fact that 1948 will be a political year. Congress will.

► **SANTA CLAUS** is taking a practical turn.

Reports on Christmas buying show strong trend away from luxuries, toward things to wear, things to use.

It's a result of price resistance, a result of the grocers' higher take from the take-home pay.

This year buyers want something useful for their money.

Pa and Johnny will get shirts, pajamas, other wearables they'd need anyway.

Ma and Sis will get more nylons, other clothing, household items.

"Last year was the last of the 'anything-goes' years, at least for awhile," a department store executive puts it.

Christmas business volume will exceed last year's by 5 or 10 per cent, dollar-wise.

Price tags will hold at about present levels through holiday buying season.

With exception of furniture and electrical goods, most department store lines are in or near normal supply.

► **LOOK AT THESE FIGURES**, then decide for yourself where price of beef is going:

In 1904 U. S. had more than 800 cattle per 1,000 population. In 1945, about 600. By year's end we will have about 530.

Government figures show we are getting more beef on the table than ever before—partly by more efficient production but largely by depleting the herd.

We are slaughtering more than ever before in relation to total number of cattle.

Part of reduction is in dairy herds, from which unprofitable animals are being culled.

In 1945 U. S. reached record peak of total cattle—85,500,000 animals, 48 per cent of them dairy cattle.

Last January 1 this total had dropped to 81,000,000. By next January we may have less than 76,000,000. And the percentage of dairy animals will be still higher.

While the herd (particularly beef) goes down, consumption goes up. Why? More people are at work. Wages are higher.

We'll eat about 10,000,000,000 pounds of beef this year.

To produce it at normal slaughter rate, we'd need 97,000,000 animals.

So we'll start 1948 with beef herd at least 21,000,000 animals short of number needed to maintain present consumption.

Meanwhile the nation's appetite for beef grows. We ate 54 pounds per person in 1939. Current rate is 70.

► **MEAT MEN LIKE** these figures:

In U. S. average man is 67.5 inches tall, weighs 154 pounds, has life expectancy of 64 years, eats 47.9 ounces of meat each week.

In Australia figures are 68, 170, 65, and 79.2.

In China: 63, 120, 30 and 7.1, and in India, 64, 110, 27, and 4.6.

But even meat men don't claim meat alone accounts for the difference.

► **DON'T COUNT TOO HEAVILY** on expanding supply of hard goods next year.

If you need (or trade in) steel fabrications check carefully on supply outlook before making plans.

One eastern dealer in gas and electric appliances reports manufacturers and wholesalers in several lines have cut 1948 delivery quotas by 50 per cent.

"I've already lost \$10,000 on the stoves and refrigerators I won't get," he complains.

► **MORE PEOPLE WILL** sit and sleep—as well as ride—on air next year than ever before.

That's because of increasing avail-



ability of natural latex—No. 2 material in foam rubber cushioning.

No. 1 is air. Millions of tiny bubbles of it give rubber foam super-resiliency.

Rubber manufacturers view this material as their primary expansion factor for 1948.

Market development, for auto seats, other transportation seating, public seating, mattresses and household furniture, was cut off abruptly when war blocked latex supply.

Restoration of supply is shown in these figures: In first eight months of this year U. S. got 6,900 (long) tons of natural latex. Estimate for 1948: At least 40,000 tons, probably 50,000.

That will make a lot of cushions. It takes about six pounds to make a mattress, about 10 to cushion a sedan.

► FOR THE LONG TERM VIEW, rubber men are taking renewed interest in an old project: rubber roads.

Since 1920 British, Dutch and others (U. S. among them) have experimented with rubber for road surfacing.

Advantages of resiliency, quiet, long wear, have been offset by expensive original cost.

Cause of renewed interest is success of rubber-topped test strip in Holland which is said to have stood up under war traffic, including panzer movements, far better than conventional roads.

Test strip was surfaced with mixture of asphalt and powdered rubber. Cost: About one-sixth higher than asphalt.

► PROFITS CARRY-OVER talk is heard again in America's vast wheatlands.

Why not, ask grain growers, let us carry over profits from this good year, apply them when things aren't so good?

Thus they could average out profits, escape higher income tax brackets.

Idea—not new—is revived by this year's high farm income.

New tax consciousness on farms arises from these facts:

In 1939 only 140,000 of the nation's 6,000,000 farm operators paid income taxes.

This year approximately half will owe Uncle Sam a share of their revenue.

► STEEL'S BIGGEST CUSTOMER—the automotive industry—received only 14.6 per cent of all steel shipped in first half of 1947.

And here's what M. E. Coyle, General Motors executive vice president, has to say about steel capacity:

"The steel industry has approximately 90,000,000 tons of ingot capacity annually.

## MANAGEMENT'S Washington LETTER

"At present prices it would cost three times as much as prewar to install new ingot capacity, and it would require two years to bring it into production.

"The steel producers are unwilling to make these capital expenditures at such high prices and gamble the capacity will be needed over a sufficiently long period to justify the investment.

"In no peacetime year, from 1900 to 1939, was the steel industry required to operate above 90 per cent of ingot capacity.

"In seven of the highest years the rate was above 80 per cent and in eight of the lowest years it was 36.1 per cent.

"The average for the 40 years was 60 per cent.

"We should understand the reluctance of the steel producers to expand facilities at present high costs in the light of past experience."

► BRIEFS: Diesel engine output this year will total 12,500,000 horsepower. That's 25 per cent increase over last year, 4½ times greater than prewar high....Cost of those meals served aloft equals a quarter of airlines' gas and oil costs. ...American women have bought nearly 5,000,000 vacuum cleaners since the war. Now the distributors will have to start selling them....New York Times finds fees, tuition and board for average U. S. college student is 37 per cent above 1940-41....Shirtmakers' total will reach 192,000,000 this year....Newsprint prices are about to take another jump. ...So you think you have inventory problems? Look at the candymakers'. In 1939 cocoa beans sold under 5 cents per pound. Last month price hit 10 times 1939 price....Government's program for stockpiling critical and strategic materials lags 20 per cent behind schedule. ...Industry uses four-fifths of all diamonds mined....Personal plane deliveries in 1947 will total less than 18,000—about half last year's....But National Cash Register sales are headed for \$125,000,000. That compares with \$81,200,000 last year and a prewar high of \$57,000,000....Production of power plant type generators is running at twice prewar—and it's sold out into 1950....Cheapest meat at the market today: Brains.



# How National's 3 point service makes for better business!

Thousands of business organizations have profited from National's three-point service in the mechanization of office work. Through its use they have made substantial reductions in costs, secured more complete and more accurate records in less time, and generally increased operating efficiency. This service has been equally effective with organizations of 50 employees, or of 50,000.



**1. CAREFUL ANALYSIS** OF each individual business situation by trained National representatives, to determine the best possible way of keeping the records and handling the transactions under consideration



**2. THE RANGE OF** National Accounting Machines is so wide that it covers the needs of every type of business enterprise. From this range, the National representative then selects the correct National Accounting Machine, or combination of machines, and supervises the installation.



When was your National Accounting Machine last serviced? Call your local National representative, and have him send you an NCR factory-trained expert from the nearest of our more than 400 Sales and Service Offices. The National Cash Register Company, Dayton 9, Ohio.

**3. ALL NATIONAL ACCOUNTING MACHINES** require the minimum of service—but they do require that *minimum*. They should have this service from factory-trained experts, using factory-made parts—obtainable *only* from National's own service depots.

\* \* \*

Under the National Cash Register Maintenance Plan, the Company inspects your equipment at regular intervals for a fixed annual fee. We urge you to use this plan. All needed adjustments are made, and any necessary factory-made parts furnished. Lubrication is expertly checked and renewed with the proper grades and types. New ribbons are put on as required.

**MORE THAN 400  
SERVICE POINTS**



**National**

CASH REGISTERS • ADDING MACHINES  
ACCOUNTING MACHINES

THE NATIONAL CASH REGISTER COMPANY



# TRENDS



## OF NATION'S BUSINESS

---

### *The State of the Nation*

**A**MERICA'S ability to produce, which surprised everybody by the magnitude of its wartime accomplishment, is going to be put to an even more decisive and gruelling test during the months immediately ahead. That is the conclusion which emerges from study of all the voluminous official reports thrown at us recently.

The most startling of these documents, and the one around which all the others revolve, is the two-volume survey of the Committee of European Economic Cooperation. That committee, representing the 16 governments of what may be called Western Europe, was established in Paris in July as a result of the initiative of our secretary of state. Speaking at Harvard, on June 5, Secretary Marshall urged the governments of Europe to reach agreement on their needs, and on a program to meet those needs. "Any assistance that this Government may render in the future," the Secretary then said, "should provide a cure rather than a mere palliative."

Of course this suggestion by Secretary Marshall was not itself a "plan," as the newspapers misleadingly headlined it, but merely a proposal that a plan should be evolved. The program hammered out in Paris between July 12 and September 23 is actually a four-year plan of assistance whereby the United States can avert the apocalyptic disaster which threatens. This recommended program, however, boils down to a simple request that lend-lease be resumed, on a very large scale and for at least a four-year period.

The report of the C. E. E. C. has tremendous

political, as well as economic, implications. It is not easy for the average citizen to detect what is of truly historic importance amid the whirl of current happenings. But it is already evident, from results to date, that the speech at Harvard five months ago was a turning point.

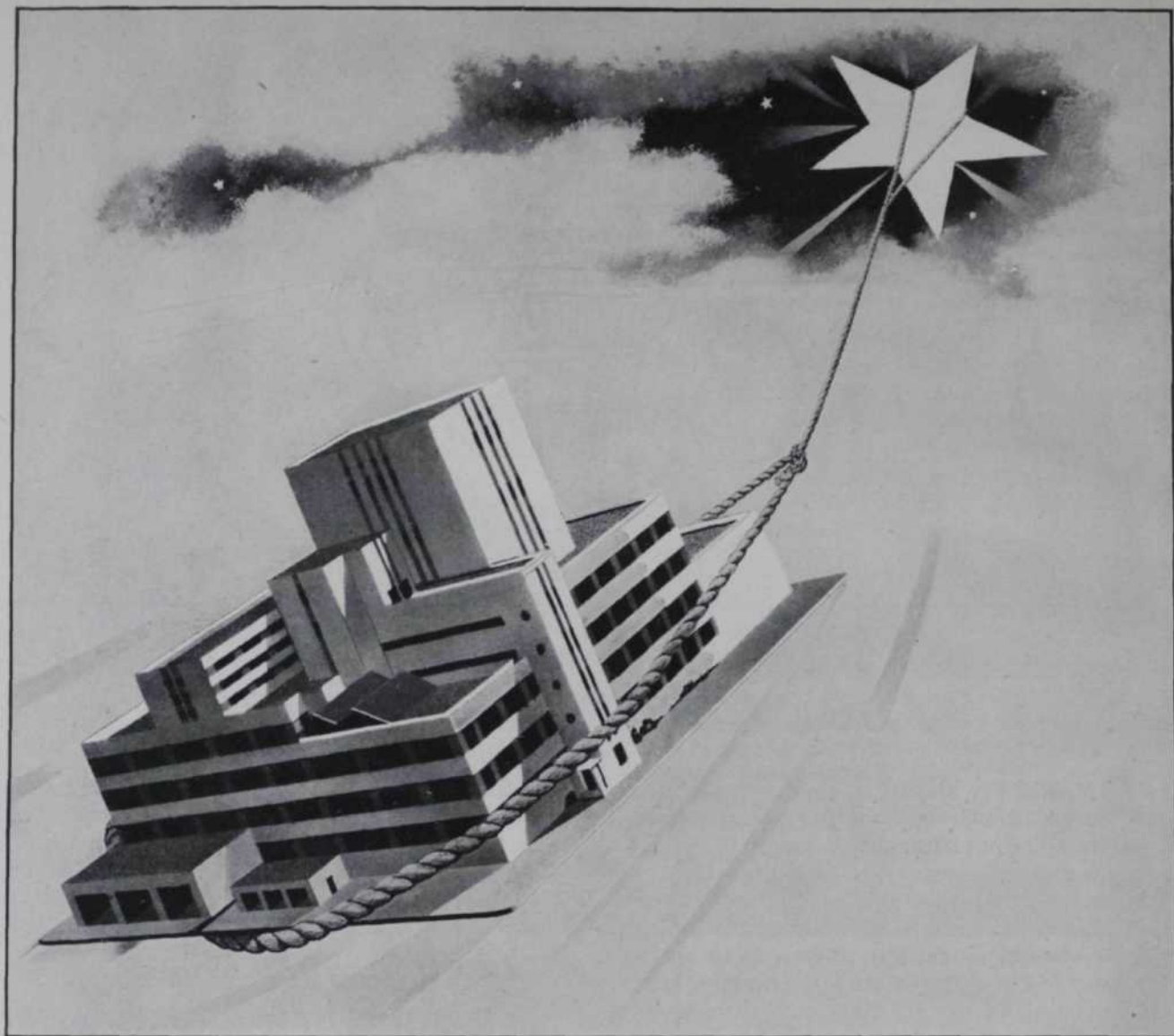
• • •

The Marshall proposal, and its prompt acceptance as a basis for action by Anglo-French leadership, made the split between Communist and non-Communist Europe definitive. Earlier tension was aggravated to the breaking point when Marshall said: "Our policy . . . should be the revival of a working economy in the world so as to permit the emergence of political and social conditions in which free institutions can exist."

The central purpose of communism is to destroy free institutions. This has always been clear to those who have talked with Communists and studied Marxist doctrine. But for some reason we have refused to believe that the Russian leaders were serious when they announced in Moscow, 20 years ago, that: "After abolishing private ownership in the means of production, the world system of communism will replace competition by . . . planned utilization of all material resources."

The destruction and dislocation of the war and its aftermath have of course given the Communist High Command in Moscow a unique opportunity to dig the grave of private ownership. So when Secretary Marshall announced, in effect, that American policy will seek to revive capitalism in





## Hitch your Factory to the Southern Star

Hitch your factory to this fast-rising industrial star...the South! Then watch its upward curve.

For in this land of opportunity, served by the 8,000-mile Southern Railway System, you don't have to be an astronomer to discover new peaks of growth and prosperity for your business.

For here it will have abundant nearby raw

materials, favorable climate, great and growing consumer markets...every economic advantage it needs.

Join the thousands of other far-sighted industrialists who have hitched their factories to the Southern Star. "Look Ahead—Look South!"

*Ernest E. Harris*  
President



## SOUTHERN RAILWAY SYSTEM

*The Southern Serves the South*



Europe, the split between this country and Russia could no longer be concealed, disguised or bridged.

To realize this one need only reflect on the trend of events since Secretary Marshall spoke at Harvard. Russia first tried to block establishment of the Committee of European Economic Cooperation. Then Moscow ordered all of its satellite states to abstain from participating in the work of this committee. Then, as the program got underway in spite of this obstruction, a campaign of the most bitter vituperation was launched against the United States as sponsor of the undertaking.

At the current session of the United Nations Assembly, the tactics of open hostility flamed out. Finally, a variant of the Communist International was openly revived to block American effort to save the capitalist system in Europe.

It is against this background that the suggested four-year program of aid to Europe must be visualized, and that the request of the C. E. E. C. for a minimum of sixteen billion U. S. dollars in this period should be assessed.

There is little doubt that it is both physically and financially possible for the U. S.—which spells and means us—to provide this gigantic sum, whether in direct shipments of goods or in dollar credits which would for the most part be spent on goods of American production.

Our foreign trade statistics support this conclusion. As 1947 draws to a close we find ourselves exporting at the rate of \$10,000,000,000 worth a year, as compared with the rate of \$15,000,000,000 worth for the first six months of 1947. On an annual basis this sharp curtailment may soon run higher than the \$6,000,000,000 subvention, which the C. E. E. C. asks from us for 1948, and this requested subvention is scaled down in subsequent years, falling to less than \$3,000,000,000 for 1951.

Of course financial assistance on this scale could not be given without a sacrifice so great that it would probably have to be enforced. Almost to a certainty the aid requested would prevent any reduction of present income tax schedules, unless domestic politics force us back to the dangerous course of further deficit financing. If that happens, there will be further inflation and still higher prices.

And even if a balanced budget is maintained there will be a tendency for prices to go on rising, because artificially stimulated exports will keep both food and durable commodities in short supply at home.

Nevertheless, if we recapture the wartime sense of urgency, when there were no strikes and when every American was giving all that was in him to productive effort, the program which Western Europe has submitted can doubtless be met. So great is the productive capacity of the capitalistic

system that even during the war our people did not suffer seriously from shortages. And millions who were then in uniform are now producing goods again.

But this optimistic conclusion as to our national capacity to help is clouded by one very serious consideration. Will the assistance requested in the long run prove more than a mere stopgap?



OF NATION'S BUSINESS

On this crucial question the report of the C. E. E. C. offers no reliable assurances whatsoever. It is full of hope that the crisis is temporary. An entire chapter is devoted to "The European Recovery Program," which envisages the development of economic cooperation, through customs unions and otherwise, almost to the point of that Federal Union which Foreign Minister Briand of France advocated so stoutly more than 18 years ago.

But ten of the nations to which M. Briand addressed his plea for union in 1929 are now parts of the Russian league, and therefore refused to attend the recent conference in Paris. Germany, once the central workshop of Europe, lies shattered, with the Russian frontier cutting through the middle of its broken economy. Spain was not even invited to cooperate at Paris. It is a pitiful fringe of countries that talks federation now.

On the subject of what these countries can do to increase their own production the report of the C. E. E. C. is far from convincing. It says, for instance, that by 1951 British coal production "is programmed to exceed the 1947 figure by 50,000,000 tons." But the report does not mention the grim fact that British coal production in 1947 will be no greater than it was in 1897. The report does not state that even if this year's output is raised by 50,000,000 tons in 1951, the total then will still be almost 40,000,000 tons short of British coal production in 1913.

This example of the terrible deterioration in productive capacity is of course in part due to the planned destruction of the German economy, for which we are ourselves largely responsible. It was, for instance, an American idea that Germany should be prohibited from building any locomotives until 1949 at the earliest. Now the report of the C. E. E. C. tells us that one of the serious obstacles to European recovery is the transportation bottleneck caused by shortage of locomotives.

As the Communists fully realize, the west of Europe is now so completely broken down that the recovery of the capitalist system there must be regarded as highly problematical. The ability of the United States to restore western Europe to permanent economic health is far from proven.

FELIX MORLEY



# Sid was sick of shortages—so...



1. ... he finally decided to convert to aluminum.



2. His competitor, Carl, just laughed. "Aluminum can't be adapted to Sid's product," Carl chortled.



3. But Sid was off like a fireball! For he'd learned that alloys of Kaiser Aluminum could meet almost every type of operation. And it could be formed, drawn, spun, brazed or joined.



4. "So alright, he did it," shrugged Carl, "but the cost will break him."



5. But foxy Sid found that though aluminum costs a little more to begin with, savings in handling, fabricating, finishing and shipping more than made up the difference.



6. Still, die-hard Carl wouldn't budge. No siree, he'd wait for the metal he had always used.



7. Meanwhile, Sid's product sold like popcorn at a circus. Folks preferred aluminum products. Result: Soaring production cut costs still further.



8. Now, would you rather be Carl?



9... or Sid?

**MORAL:** Alert manufacturers—making everything from general appliances to residential buildings, from garage doors to heating and ventilating ducts—are speeding production, nailing down new markets... by converting to *Kaiser Aluminum*. The problems solved by them can help *you*. So call in a Permanente engineer *today*!

Ready to serve you—today...

## Kaiser Aluminum

a Permanente Metals product

DISTRIBUTED BY PERMANENTE PRODUCTS COMPANY, KAISER BLDG., OAKLAND, CALIFORNIA... WITH OFFICES IN: Seattle • Oakland • Los Angeles • Dallas • Wichita • Kansas City • St. Louis • Atlanta • Minneapolis • Milwaukee • Chicago • Cincinnati • Cleveland • Detroit • Boston • Hartford • Buffalo • New York City • Philadelphia • Washington, D. C.



# The Month's Business Highlights

**W**HAT the majority expects in economic developments usually does not happen. Predictions of a letdown have caused business to watch its step. Caution pushes the turning point further into the future. Inventory increase has been less all along the line. Unfilled orders in many items are less. Danger of panicky cancellations diminishes as the backlog shrinks. The number who expect 1948 to be a year of continued prosperity is increasing. The thing to watch is expenditures for capital goods. Caution will manifest itself there first.

Although industrial production did not turn up as much as expected this autumn, it nevertheless continued at a very high rate. The point has been reached where the consumer can obtain nearly everything he is willing to buy except automobiles and housing. Despite the difficulties that have held down the production of new automobiles, the number of cars and trucks in use exceeds all records. Highway congestion has become so great in many areas that the authorities have been compelled to undertake construction on an extensive scale. This they did reluctantly. They did not want to compete with home builders for labor and materials.

## Progress in Housing

In the face of many obstacles, housing construction has exceeded expectation. One stimulating factor has been the possibility of ending or modifying rent control. An effect of artificially holding down expenditures for housing is to make funds available with which to bid up food prices. Removal of rent control would result in an immediate decline in food expenditures and a shift in buying away from the highest priced items.

Prices of agricultural products are at levels to make them one of the chief points of attack in the anti-inflation drive. It is difficult to determine the extent to which these moves are effective, because prices at high levels are subject to sharp fluctuations. Declines take on the appearance of a trend only to be wiped out by a new upsurge. Farm leaders are apologizing for high agricultural prices. Profits during the past two years have been sufficient to retire the entire prewar value of most farms.

The big unknown in the business situation lies in developments outside our borders. A good deal

## TRENDS



### OF NATION'S BUSINESS

depends on what Stalin does. Exports in excess of imports feed a boom. So much attention is being given to the importation of storable stuffs that an upturn in imports seems certain to result. Even with the aid being extended exports will be in less volume. A decided dip in foreign buying is expected

in the first quarter of next year.

One of the suggestions being put forward in connection with aid for the British is for the reduction of all duties on goods made chiefly in the United Kingdom. The administration is being twitted for not having made more use of the flexible provisions of the tariff act. Changes in the law that would make duties collectible only when prices are below certain levels have been proposed. A tariff act that increases prices that are already too high cannot be defended, it is argued.

Investigations into the perfectly obvious reasons for high prices are nothing more than a parade of alibis. One thing is certain, witch hunting for profiteers will not help reduce prices. Profits have to be high to support full employment but business wants inflation brought under control by a flood of goods rather than by buyers' strikes. Business wants to avoid economic collapse as never before because in previous booms communism was not a serious menace. It is recognized that the chances of maintaining world peace diminish in proportion with the spread of communistic influence.

There is plenty of evidence that business leaders are confident runaway inflation will be avoided regardless of the squabbles with labor and the rivalries of political parties. The future of the United States must look bright to most interests or they would not be wasting time with so much ambitious planning. Four billion dollars are going into capital outlays this quarter.

Inflation is recognized as Enemy No. 1. If it is licked communism can be kept in check. Concern over those matters has tended to push into the background the domestic issues which the political parties are trying to dramatize.

## Wheat Becomes King

Business as a whole ordinarily takes only a casual interest in wheat. That attitude has been discarded completely. Wheat has become the most important single commodity in the world. Wheat



## MINUTES OF DIRECTORS MEETINGS

Upon motion by Mr. Johns, seconded by Mr. Davidson, it was unanimously agreed to table the proposed plant expansion program pending improved construction conditions.



# You don't *have* to do that, Gentlemen...

## INVESTIGATE READY-BUILT, READY-TO-OCCUPY PRODUCTION FACILITIES AVAILABLE NOW

To be sure, building materials *are* still short. Equipment deliveries *are* delayed. Other new-construction "headaches" continue to interfere with plant expansion plans, branch manufacturing or distribution relocation programs and the establishment of new enterprises.

But many industrialists and management executives have found a practical way to carry out their plans. They have solved their problems by purchase or lease of Government-owned industrial facilities . . . at money-saving prices.

Hundreds of good, usable, strategically-located plants and properties are available now. Small-town plants down South, big-city establishments in the Midwest, land and buildings on Atlantic, Pacific and Gulf coasts. One or more of these may be just right for you, or readily and economically adaptable to your needs.

So, before you "table" your plans, investigate the facilities ready and waiting for you to bid on today. Check the offerings listed in the new Plantfinder—consult our nearest office for further information.



### NEW PLANTFINDER—FREE...

Describes immediately available properties—lists others soon to be made available—indexed, cross-indexed for your convenience. Write for free copy—to the address listed below, on your company letterhead, please.

## WAR ASSETS ADMINISTRATION OFFICE OF REAL PROPERTY DISPOSAL



ROOM 307—425 SECOND STREET, N.W., WASHINGTON 25, D. C.

Regional Offices: Atlanta • Birmingham • Boston • Charlotte • Chicago • Cincinnati • Cleveland • Denver • Detroit • Grand Prairie, Texas • Helena • Houston • Jacksonville • Kansas City, Missouri • Little Rock • Los Angeles • Louisville • Minneapolis • Nashville • New Orleans • New York • Omaha • Philadelphia • Portland • Richmond • St. Louis • Salt Lake City • San Antonio • San Francisco • Seattle • Spokane • Tulsa



is essential to world stability. It is an important factor in the domestic situation. Efforts are being made to lower domestic use and to encourage the use of substitute foods. The extent to which this effort is successful will have a bearing on the world situation. The United States has expanded wheat goals to the point of inviting dust storms.

One of the beneficial results of the high world price is the fact that it encourages planting in other countries. Even in Argentina where the government is the chief beneficiary of the high price they are not killing the goose that lays golden eggs. Enough promise is being held out to farmers to insure increased acreage in that promising area.

## Problems of Foreign Exchange

Under existing circumstances the sale of gold by England and her resort to the International Fund are regarded as natural developments that were to be expected. Emergency resources are set up to be used in time of emergency. The purpose of the Fund is to make exchange available when the balance of payments gets out of kilter.

If England can pull out of her difficulties she will be able to restore the dollars to the Fund. If not, she will have to devalue the pound. That would be done at a time when England would gain more by encouraging her exports than she would lose in making imports more costly. It obviously would be unwise to do that at present.

Months have passed since the British foreign minister suggested the distribution of Fort Knox gold. No representations to that end have been made to the United States. This leads to the conclusion that Minister Bevin simply made a speech for home consumption. It doubtless was an effort to pull a red herring across the trail and divert attention from austerity to Fort Knox.

It would be a senseless proceeding to distribute gold which then would be sold to us to get dollars with which to buy goods. The logical way to help is for the United States to extend dollar credits. The pound is suffering because imports exceed exports. Dollars would help England just as much as gold and would not involve the complications of freeing our gold stock which is under lien to the Federal Reserve banks to cover their gold certificates.

The general public in England, as in other countries, is not familiar with the intricacies of foreign exchange and international financial transactions. That makes it easy to represent Uncle Sam as Shylock sitting on a pile of gold he cannot use and will not allow others to use.

A shift from a sellers' to a buyers' market in construction materials is expected to reduce building costs substantially. The savings would be spread

much wider than the prices of the materials themselves. Contractors have been unable to concentrate their attention on their projects because they have been forced to give a large amount of time to scouting for materials. Another heavy item of expense has been reduced because labor turnover is less.

Competitive pressures are squeezing out costs all along the line.



A letter received by the Committee on the Economic Report places the blame for high prices on profits without reference to other factors. Another letter indicates that wage increases constitute the only element worth considering. The Committee's report endeavors to make clear that there are causes that neither letter took into account. There is a curious tendency on the part of those who think profits are indefensible to compare current profits with the prewar period, but to compare wages with 1945. The Committee is doing an interesting thing in investigating prices that have been relatively little affected by the prevailing upswing.

The year is ending with incomes at an annual rate of \$200,000,000,000. Gold inflow for 1947 will total \$2,500,000,000. Bank credit is expanding at a rapid rate. Loans and investments for the last half of the year are expected to increase by at least \$4,000,000,000. Foreign aid is not at the top of the list of the causes creating inflation. Domestic credit expansion is a much more important factor. Our own military program is a large item in comparison. Foreign buying that attained a rate of \$17,000,000,000 at one time in 1947 is not expected to total more than \$10,000,000,000 in 1948.

Efforts to reduce pressures on foodstuffs and feed by voluntary methods are certain to be disappointing but it was about all that could be done. There is no legal authority to exercise specific controls. Even with such legislation there would have been no assurance that controls would be effective in an economy so big and so diverse as that of the United States. There are too many loopholes to close.

Discontent is widespread despite full employment and general prosperity. Discontent presages political change. Nevertheless, the administration has won much approbation for the unflinching stand it has taken to prevent the spread of communism.

PAUL WOOTON



# Whether you travel

LIKE THIS...



In a Pullman private room you have your own air-conditioning, toilet, wash basin and a lot of other modern comforts and conveniences *right in your own room.*

OR LIKE THIS



In a Pullman section accommodation you sleep safe and sound in a comfortable berth in a modern car that has convenient and ample toilet facilities.

YOU GET THIS



You receive the courteous attention of the Pullman porter who's proud of his art in serving and satisfying all your wants.

...AND THIS



You have the privilege of relaxing in the pleasant atmosphere of the spacious lounge car carried on many trains for Pullman passengers.

...AND THIS !



You arrive—on dependable railroad schedules—rested and refreshed, right in town, convenient to everything.



**NEW CAR NEWS!** Here is the new Pullman Duplex-Roomette, designed for single occupancy, which brings the cost of a private room down to little more than a lower berth! Duplex-Roomette cars are already in service on some railroad lines—going into service soon on others—to give you *even more* comfort, convenience, and economy when you "go Pullman."

## Go Pullman

THE SAFEST, MOST COMFORTABLE WAY  
OF GOING PLACES FAST!

©1947, THE PULLMAN COMPANY



# Washington Scenes

**T**HE historic debate on the Marshall Plan, soon to be touched off by the administration's program of stop-gap aid for Europe, probably will continue well into the spring of '48.

As Washington awaits the oratorical thunder, the atmosphere is in some ways reminiscent of 1919-20 and the League of Nations fight. Once again control of the national Government is divided between the two great parties, once again a presidential campaign is in the offing. And just as in Woodrow Wilson's time, Americans are now being asked to look toward Europe when their chief concern is the high cost of living at home. The parallel could be continued even to the point of citing milady's lower hemline.

But what is most striking are not the similarities but the dissimilarities in the aftermath of World War I and that of World War II.

In 1919-20 the United States experienced a deep revulsion against the war and all that flowed from it—the bickering over German reparations, the territorial grabs, and all the rest. However, one thing was notably absent in those days: there was no urgent sense of danger.

It seems strange now, but a generation ago the country that caused Capitol Hill the most apprehension was Great Britain. Foes of the League were alarmed by the prospect that Britain's dominions would have individual League membership. Thus, they argued, perfidious Albion would be able to control six votes in the Assembly as against the one vote of the United States.

The idea that the Russian Bolsheviks would one day be threatening to control all Europe, thereby confronting the United States with "a choice of dangers," was as remote in most American minds as anything could be.

## Congressmen Are Better Informed

Something else impresses old-timers here just as much as the new world picture. It is the change that has come over individual congressmen; that and the social-political climate of Washington today as compared to 1919-20.

One of the stars in the League debate was the late Sen. William E. Borah of Idaho, an "irreconcilable" or "bitter-ender." He was later to become chairman of the powerful Senate Foreign Relations Committee. It was one of the idiosyncrasies of the Lion of Idaho that he would never go abroad, yet insisted that he had "private sources

## TRENDS



### OF NATION'S BUSINESS

of information" that kept him well-informed on Europe. In July, 1939, he is supposed to have told Roosevelt and Hull that his private sources indicated that there would be no war in Europe—this only two months before Hitler stormed into Poland.

In sharp contrast is the record of Sen. Arthur Vandenberg of Michigan, now chairman of the Foreign Relations Committee. He spends nearly as much of his time at international conferences as he does on the Hill. In 1946 he was out of the country 213 days. Vandenberg's sources of information are official sources; he knows virtually as much about foreign affairs as Secretary of State George C. Marshall, which is as it should be under a bipartisan foreign policy.

It used to be a joke around Washington when a group of senators or representatives put through an appropriation to take them to Europe. Junkets the trips were called. But not so today.

## Congress Observes Europe

In the past several months, Europe has been overrun by American lawmakers. More than a hundred of them, about a fifth of the Congress, have been prowling over the continent, looking into the Ruhr coal mines, inquiring about eating and working habits in France, checking up on the Truman doctrine in Turkey and Greece.

It is the greatest legislative inquiry of its kind in history. What will come of it?

In all probability these senators and representatives will decide the fate of the Marshall Plan. Foreign correspondents who encountered them in Germany and elsewhere reported that they were a serious-minded lot, intent on getting their information firsthand.

What this means is that Congress, when it next convenes, will have a fund of authoritative information about Europe such as it has never before possessed.

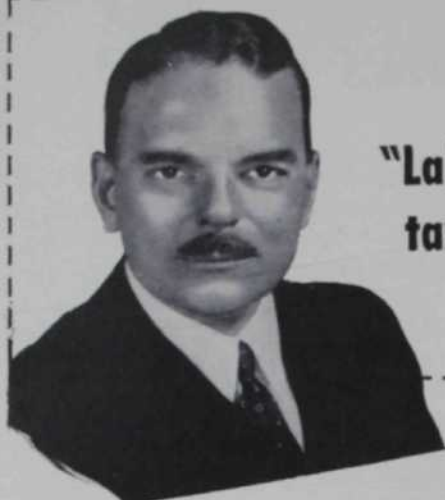
Their stay-at-home colleagues will look to the travelers for the answers to questions that the whole nation will be asking:

Is Europe worth an American investment of \$20,000,000,000? What is the alternative to the Marshall Plan, if any?

Is it true that the whole continent might go Communist?

And suppose France, Italy and some of the others do succumb to communism, might they not get a bellyful and shake it off? Or would the





Governor Thomas E. Dewey says:

**"Labor's stay-on-the-job record is up —  
tax rates are down in New York State."**



STATE OF NEW YORK  
EXECUTIVE CHAMBER  
ALBANY

October 15, 1947

THOMAS E. DEWEY  
GOVERNOR

Gentlemen:

In New York State in the last year alone, 37,599 new corporations were formed, and 100,000 new businesses were organized.

These are amazing figures. They prove that businessmen recognize the advantages of locating industrial and commercial projects in the Empire State.

This great State has much to offer. Labor's stay-on-the-job record is up, while tax rates — both business and personal — are down. New York State is situated in the heart of the country's richest, most concentrated market. It is within reach of foreign markets. It has unparalleled transportation facilities. And its communities are friendly and progressive.

New York State is in good shape. And we're proud of this, because we feel that the healthy condition of the State's economy contributes measurably to the whole nation's business improvement.

New York State welcomes you!

Sincerely yours,

No. 1 in a series of advertisements telling business about the advantages of locating in New York State. For further information write the New York State Department of Commerce, Room 22A, 112 State St., Albany 7, New York.



Communists, as in Russia, wipe out all opposition and set up a police regime for keeps?

Also, what about the argument that if Russia takes over all Europe, the United States will have to spend far more than \$20,000,000,000 strengthening its Army, Navy and Air Force?

President Truman is strong for the congressmen who have been seeing Europe. He thinks their fact-finding is a good thing for the country; this was one of the reasons he was so reluctant to call Congress back for a special session. In asking that four committees of Congress meet and consider a \$580,000,000 appropriation for stop-gap aid, he suggested that the committees meet when all the members were back from Europe which is expected to be about the middle of this month.

### No Bitterness of Wilson's Fight

A word about the social-political climate of Washington as it was in Wilson's time and as it is this autumn. Bitterness was intense during the League fight. A contemporary historian, reporting on the atmosphere of that time, said it was one of "bleak and chill austerity suffused and envenomed by hatred of a sick Chief Magistrate that seems to blight and poison every human relationship. . . ."

Wilson, according to other accounts, did not help the situation much. Coolness had developed between him and Hitchcock, the Democratic leader who was to conduct the fight for the League. Coolness also had developed between Wilson and his Secretary of State, Robert Lansing, and between Wilson and his adviser, Col. Edward House.

Today some Republican leaders are getting a little weary of "cooperating" with Mr. Truman on foreign political and economic matters. They say so frankly. They have a feeling that he is putting them on the spot in advance of the '48 election. In this, however, there is no great bitterness. None among them hates Harry Truman; or, for that matter, even dislikes him.

In advance of the Great Debate, it can still be said that the United States has an American foreign policy, as distinct from a Democratic or Republican foreign policy.

Foreign correspondents here are unable to understand the attitude of some Americans toward the presidential boom of General Dwight D. Eisenhower. They just don't see why anybody would want Ike to issue a statement like Sherman and say he won't accept if nominated and won't serve if elected. Why, they ask, should Americans want one of their most famous men to eliminate himself?

The English correspondents point out that in their own country every man of ability is expected

to be available for government service if called on. To put it another way, they don't think a man like Eisenhower has the moral right to say he won't serve if the people truly want him in the White House.

General Eisenhower, from all indications, feels the same way about it. He is thoroughly familiar with the history of Gen. William Tecumseh Sherman, and knows some things about him that even the politicians may not know. He knows, for instance, that religion had something to do with Sherman's celebrated "No." Mrs. Sherman and the children were Catholics. The brilliant Civil War soldier had a great fear of causing them embarrassment by getting into the political arena.

It is now generally agreed in Washington that General Ike is a "receptive" candidate. He doesn't intend to say any more than he has said, which is that he won't authorize anybody to "run" him and that he won't connive to get the Republican nomination. What this adds up to, as the railbirds see it, is that he will take the nomination if it comes to him, and if it is accompanied by a G.O.P. platform which will require no apologies.

• • •

President Truman, looking ahead to '48, is planning to broaden the appeal of the Democratic Party. He knows he can't possibly win a full, four-year term without the support of labor. Just the same, he does not want his party to be looked on as a party of labor. It would not be good politics.

Some of Mr. Truman's political associates were furious over the handling of a special election in Pennsylvania to fill a House vacancy. They complained that "CIO carpet-baggers" moved in and took over from the Democratic regulars.

Mr. Truman has not needed to be told that new tactics were called for. He made up his mind as far back as last March to shake up the Democratic National Committee. His choice for national chairman to succeed the ailing Postmaster General Robert E. Hannegan was Secretary of Agriculture Clinton P. Anderson of New Mexico. The food crisis and other things blocked Anderson's appointment to the political post, and Sen. J. Howard McGrath of Rhode Island was named.

McGrath, a practical politician, who rates himself as a liberal but gets along with conservatives, can be expected to widen the party's horizon. Labor votes will be sought, yes, but so will the votes of business men, farmers, white-collar workers and all other elements. No one of these elements, without help from the others, could ever elect a man to the Presidency—an elementary fact that is sometimes forgotten.

EDWARD T. FOLLIARD







## Overheard between the acts

**MAN IN DARK SUIT:** What's that company you spoke about which gave you such fast claim service on employee insurance?

**MAN WITH GLASSES:** *The Travelers*—they handle all my business.



"Pretty big outfit, aren't they?"



"That's right. They have offices all over the country. I saw a map of their office locations, and, unless I miss my guess, there's a *Travelers* office close to every one of your plants."



"I'd like to see that map. Such a setup ought to mean prompt service. But I'm even more interested in friendly and sympathetic handling of my employees' claims. How about that?"



"Well, Ed, several employees have taken the trouble to tell me how much they liked the way *The Travelers* took care of their claims. And, if I heard my insurance man correctly, *The Travelers* handles more than half a million employee claims every year."



"Then they certainly ought to know their business.

How about their rates—are they high or low?"



"Rates depend a lot on you. If you take complete advantage of *The Travelers* safety engineering and sickness prevention services, you may earn substantially lower rates. We did."



"I'm certainly going to find out what *The Travelers* can do for me. Whom should I see?"



"Just call any *Travelers* agent or your own insurance broker. Either one of them can get in a *Travelers* specialist to work out a plan that will solve your problem."

*On all forms of Employee Insurance you will be well served by The Travelers*

The Travelers Insurance Company, The Travelers Indemnity Company, The Travelers Fire Insurance Company, The Charter Oak Fire Insurance Company, Hartford, Connecticut.



# We Can't Afford a Depression

By JOHN D. CLARK

*IT IS A DANGEROUS IDEA to think that, if a depression comes, it will be "a brief and mild one," this member of the President's Council of Economic Advisers warns. We are living in a new economic age and, in any recession, will have new and untried factors to contend with. Our best bet is to use every resource we possess to preserve our prosperity.*

**T**HE BUSINESS MAN who remembers 1920-21 as he watches spiraling prices has something else to think about besides the high cost of living and its effect on wages and on our program of international assistance.

He sees so many parallels between the economic events now and those in the business boom following World War I that he is worried over the possibility that the parallel may continue and that this inflation may again end in a

business collapse. What he does not see so clearly are the many changes which have taken place which may well lead to very different results. Among these changes none is more significant than the change in the attitude of business men themselves.

On the journalistic fringe of the business world of 1919 there were those who voiced an occasional warning, but they found no audience. At the round-table luncheon in the business club, loud cheers rather than solemn head-shaking greeted each new report of price advances. Today the manufacturer who raises his price is obviously on the defensive and he hurries out his public explanation in apologetic terms. For a full year, business journals have steadily played up the need to stabilize prices if we would preserve our prosperity, and the program at almost every business association

meeting has made that problem the central theme.

To this new mood we may ascribe the Employment Act of 1946, with its declaration that "it is the continuing policy and responsibility of the federal Government to use all practicable means . . . to coordinate and utilize all its plans, functions and resources . . . to promote maximum employment, production and purchasing power" in a system of free, competitive enterprise.

Coming from a Congress which had shortly before choked off the mild experiment of the National Resources Planning Board in national economic planning, this declaration of a deliberate policy to use the power of the Government to stabilize our free economy has established a social environment so different from that of 1919-20 that similar economic circumstances can hardly have the

---

**UNIONS** will resist efforts to reduce wages while food prices are up

---

BLACK STAR





same economic results this time.

Eighteen months after World War I, the index of wholesale prices reached its peak. Then came the plunge into deflation and depression. Eighteen months after the surrender of Japan, mounting prices had carried that index to a point which, measured by the percentage increase since the close of hostilities, was almost exactly the equivalent of the 1920 peak, and prices were still rising. This was the occasion for a special report by the Council of Economic Advisers to President Truman, and for his urgent request that business men hold the price-line in order to save the country from economic disaster.

Those who scoffed at what they called "talking prices down" have yet to explain what happened. The simple fact is that, although business firms were at that very time engaged in absorbing the effects of substantial wage increases, the price advance was halted.

For 17 weeks the index of wholesale prices of other than farm and food products moved within a range of one half of one per cent—a stability which would seldom be expected even in a period of completely tranquil business conditions. Business men were deliberately adopting a policy of re-

straint and were accepting the President's leadership, thereby disclosing new possibilities for voluntary cooperation of business and Government in the public interest.

### Prices on a plateau

THE stabilization of prices last March, accompanied by the continuance of high levels of production, employment and income, definitely broke the parallel with the course of events in 1920. Furthermore, it afforded important proof that our dynamic economy does not have to move downward if it is not moving upward.

True, the price index remained level for only four months. But a stabilized situation for four months is more than a brief plateau or breathing spell. Such a period is long enough to permit new economic forces to grow in strength, and perhaps to dissociate the economic movement in the following months from that which had gone before.

If, in our kind of economy, a distinctly inflationary movement can be quieted without a reversal in the general trend and high levels of production and employment can be stabilized for as long as four months, we should have little doubt that ways may be discovered

to extend such periods much further. July, 1946, to July, 1947, offered little support to the idea that boom or bust are our only alternatives.

While the flattening of the price curve last spring proved that the inflationary forces were subject to control, it by no means meant that those forces had spent themselves. On the contrary, the character of the market demand for many goods made it clear that they were powerful enough, if fortified by new circumstances, to cause prices to move upward again. After four months, those new circumstances appeared in the form of severe damage to the corn crop and in increases in the prices of coal following new wage contracts with the miners. The wholesale price index began a steady climb, and this time—because food prices have been especially affected—the fear of the general public has been added to the concern of business men and of government officials.

The reappearance of the problem of curbing price inflation before it leads to economic disaster renews a challenge in meeting which we have been continually hampered by the prevalence of an idea which has led too many business men to favor corrective action only if it is mild and pleasant. This

## FOOD prices won't drop this time, if Uncle Sam supports farm prices

U. S. D. A. PHOTO BY KILLIAN





idea is that, if we do run into a postwar deflation, we will only have "a mild and short recession like the one in 1920-21."

More than a few business men express the opinion that, although any kind of depression should be avoided if possible, another moderate shakedown would have its good points, especially in "putting labor in its place."

### No mild recession

THIS is a dangerous notion, which involves two serious errors.

In the first place, the depression of 1920-21 was not a "mild recession." The peak of the postwar boom came early in 1920 and 12 months later, industrial production had dropped one-third. This is more than the decline in industrial production between June, 1929, and May, 1931, when the American economy was collapsing, and when the army of unemployed was mounting above 10,000,000.

In no area of the economy was the shock of the depression of 1921 felt more sharply than in agriculture. There was no such recovery in agriculture as there was in industry, and the farm communities suffered a delayed secondary catastrophe a few years later when the country banks could no longer

continue to nurse their frozen assets. Hundreds of these institutions closed their doors. Nor were the consequences limited to the economic effects.

It was out of these circumstances that there arose the "farm problem," which has ever since brought confusion into the political situation, has distorted the national economic policy, and has inspired other groups to emulate the farm bloc in organizing separatist movements within the general electorate. No one should be complacent about the prospect that we may have another "mild recession like that of 1920-21."

The more important error in the common view about the character of a postwar deflation lies in the assumption that, because recovery was rapid after 1921, we can expect the same good luck now because underlying factors making for high business activity are and will continue to be strong.

This assumption overlooks the fact that our experts always assure us in the early stages of a business recession, as in 1930, that the underlying factors in the economy are strong and may soon be expected to show their power. It also fails to take into account some important changes in our economy which will certainly change the

pattern of deflation, depression and recovery, and, for all we now know, may bring far greater damage to us.

In hardly any area of our economy is it possible now for prices to fall as they did in 1921. We cannot now expect falling prices to reduce the costs of production and to induce enterprises to expand their operations to exploit a market which had not yet lost the exuberant demand of the immediate postwar years.

### Prices are held up

THE price-support program for farm products does not expire until the end of 1948, and congressional history of the past 20 years offers assurance that the policy will be continued. Under this policy there will not be another collapse of agricultural prices to reduce the price of food.

The price of labor, the most important of all prices in determining the cost of production of goods, will be equally stubborn. Organized labor will always resist any effort to reduce wages, especially when the cost of food is not being reduced.

Organized labor has enlarged its ranks from the 4,000,000 timid  
(Continued on page 88)

## INDUSTRIAL PRICES today do not yield quickly to supply and demand

KAISER-FRAZER





# Are We Getting Dumber?

By LEO P. CRESPI

**A PSYCHOLOGIST who has the facts examines the serious charge that our national IQ is dwindling**

ONE of the most exciting tidbits for professional viewers with alarm after World War I was the shocking state of American intelligence. Army tests revealed that the average recruit had the mental capacity of a 13 year old.

Now World War II has gone, and again our native wit is in the news. This time population experts are charging that, what with the lower classes reproducing twice as fast as the upper, average American IQ is sagging.

This is a serious charge. Let's see if it holds water before we conjure up visions of Uncle Sam trading in his stovepipe for a dunce cap.

But first we must fix in mind what IQ symbolizes. True, it means "Intelligence Quotient," but what is being divided by what and why?

The answer is clear with just a few thoughts about your sons Johnny, 12, and his brother Bobby, eight. Who is the brighter? Let us give them both a test. Johnny does as well as the average 12 year old—has a *mental age* of 12, we may say. Bobby hits a mental age of ten. So Johnny does better; but wait, he is older. Is he really brighter; that is, smarter for his age? A psychologist had the idea here of dividing mental age by chronological age. And it is this quotient that puts the Q in IQ. Johnny comes out with  $12 \div 12 = 1.00$ , a hundred if we throw out the decimal point. Bobby comes out with an IQ of 125 ( $10 \div 8$ ), which marks him as quite a bright boy and smarter than Johnny for his age.

One further point—most of the growth in intelligence as measured by the usual tests ends around 14 years of age. So adults cannot do much better than the average 14 year old, i.e., a mental age of 14 years. Consequently, after 14 years of age or thereabout, getting an IQ becomes more complicated because one cannot keep dividing a

person's mental age by his actual chronological age or eventually even Einstein would score an idiot.

Already we have the facts to refute the post World War I attack on American mental caliber. Suppose the typical recruit did only as well on Army tests as the average 13 year old. What is so surpris-

so quick to holler "Boobus Americanus" had known these facts, or better, had been compelled to take the tests themselves, they might have been a little less scathing in their comments.

With the concept of IQ under our caps and one slap at American intelligence countered, let us go to see exactly what is the charge that some population experts are now making. They say that the upper social and economic group in our



ing about that if a person's intellectual growth trails off around 14 or so? The usual intelligence test is filled with schoolboy problems. That adults six to eight years out of school do no better or a little worse than schoolboys on such basic tasks is exactly what is to be expected. On more elaborate tasks demanding wider experiences they could certainly leave even Quiz Kids far behind. If those who were

society averages a higher IQ than does the lower—which these groups tend to pass on to their children. Then it is pointed out that the lower third have about twice as large families as do the upper third. From all of which it is concluded that average American IQ is declining.

Everything is O.K. with this argument except the conclusion, and unfortunately this is what has





Lower class population is  
increasing fastest of all

Education has been  
increasing in both  
quality and quantity

Low pay is the cause of  
today's teacher shortage

Public opinion often  
points the way for  
government action





been heralded in the press. It is probably true that there is some leakage of IQ in the greater reproduction of the less gifted. But it only follows that the average level is dropping in America if there are no gains to balance the losses.

These population experts have overlooked what is pouring into the vat in their preoccupation with what may be leaking out. Research supports the fact that good education raises intelligence-test performance just as poor education lowers it. And what has been the trend in recent years in education? A progressive increase in both quantity and quality. Statistics clearly chart the gains.

In 1870, 57 per cent of American children of ages 5-17 were enrolled in school, with an average yearly outlay per pupil of \$15.55, and an average yearly attendance of 78.4 days. By 1944 the corresponding figures had risen to 80.4 per cent enrollment, \$124.67 outlay, and 147.9 days' attendance. And these are only school statistics. A host of others picture the same mushrooming of education as, for one example, the fact that the sale of home reference works for children attained in 1946 its greatest volume in history.

This increased polishing of the American mind can only brighten

its intelligence-test performance. So it is entirely possible (and my belief) that increases in IQ have so outweighed the losses the populationists have focused upon that the net result in recent years has not been a decline but a rise in the IQ of the average American.

Can we then afford to be complacent? Only if we wish to court disaster. Now that the atom is unleashed, one of the prime requisites for survival is as much intelligence as the human race can muster. We cannot afford our wits to be other than at their very sharpest when their sharpest may not be enough.

So the demand is nothing less than that the intelligence of every American be developed to its ultimate potentiality. This means every American, not just the more gifted and the more privileged. It may be true that you can't make a silk purse out of a sow's ear. But it would be a costly error if this old bromide deters us, in such cases, from making the finest pigskin models possible.

Universal education in America has grown, we have seen, but the only proper label for it today is unfinished business. We have barely fought the opening battles in the war on mental retardation and ignorance. How far we are from the democratic ideal of equality of

educational opportunity is strikingly exposed in the fact that in 1939-40 the best-financed school system in the U.S. spent more than 60 times as much on education as did the poorest.

Other figures of the American Council on Education spotlight the gaps that yet remain in our educational coverage. Two million children, aged 6 to 15, were not in school in 1940. Ten million American adults have had so little schooling that they are virtually unable to read and write. Five million out of the 17,000,000 men examined in the draft were rejected for educational, mental, and physical deficiencies that good education might have prevented to some extent.

### Poor towns need good schools

IRONICALLY, the inferior schools are found in poor communities where, to combat unfavorable home conditions, good school facilities are needed most. The best schools are found amidst our best homes—where their need is least.

Our educational slums must go if we are to raise to the utmost the level of American IQ. And not for the whites alone. The IQ knows no color line, and America will be the loser if, in education, the white man's floor persists in being the Negro's ceiling.

America has succeeded in developing human resources, but she has not always husbanded them. The past war yields a depressing example of intellectual waste in the handling of 110,000 men who passed the final screening tests of the Army Specialized Training Program. This group probably represented the highest mass concentration of intelligence ever organized on so large a scale for any purpose. Yet, large numbers were thrown into combat duty as infantry privates.

In the opinion of one writer, this action added up to the careful selection of the best ability only to place it at the point of greatest hazard. In the end, our best American IQ's were forced to bear 15 to 29 times their proportionate share of danger and destruction!

What is the most alarming threat today to American intelligence? It lies not in the pattern of human reproduction, as some populationists are contending; it lies rather in the present startling exodus from the teaching profession. More than 350,000 teachers have left their blackboards since 1941—often to be replaced by sub-

(Continued on page 72)



Though our best schools should be in poor communities to combat unfavorable home conditions, they are not





The Manassas firm, like other rural lines, salvages old equipment for spare parts

# Lines Busy—6,200 of them

By LAWRENCE GALTON

**INDEPENDENTS handle a big chunk of America's phone business—and they aren't sitting back taking it easy**

**T**HERE'S A STORY about a woman seeking a divorce recently who told the judge that her husband beat her. He beat her constantly, she complained, and the only way she could avoid a mauling was to carry on conversations with the telephone operator. Sometimes these gabfests lasted two hours.

"What kind of telephone company," asked the judge, "has an operator who can spend two hours talking with a subscriber?"

"That," said the lady, "is our little independent company. It's owned by Farmer Jones, there are about 60 subscribers, the telephones are all the old crank-'em kind, the switchboard is in Mrs. Jones' kitchen. Mrs. Jones herself acts as the

operator for the telephone company."

This particular story may be apocryphal, but the independent phone companies are real. They make up one of America's biggest little businesses. Amazingly enough, there are 6,200 of them, they operate 5,950,000 telephones, thus serving more subscribers than there are in all of England and France combined, and let it be said that few are as primitive as the one in the story.

In a field commonly thought of as the exclusive monopoly of the Bell System, independents (and they're called that because their only connection with Bell is to tie into it for long distance calls) are the media for 19,000,000 local and toll messages every working







A glimpse of one of America's 6,200 independent phone companies, the Central Mutual, Manassas, Va. Above: J. A. Vetter, manager. Seated at right: Mrs. James Conner, veteran operator

LOHR



Though its building is not pretentious, this company serves 3,000 telephone subscribers



day, for the hard-to-believe total of 6,000,000,000 annually.

With so much talking over them, independents are all the more unique because there's so little talk about them. In publicity-conscious America, an industry with an investment of \$750,000,000, serving, with its approximately 6,000,000 instruments, the telephone needs of some 25,000,000 persons ought to be widely known. Yet the fact is that it's virtually unknown to 90 per cent of the other 116,000,000 Americans.

You can test yourself. If you've ever spent a vacation in a cabin in the north woods, or on a farm almost anywhere; if you've ever lived in any one of more than 12,000 cities and towns, chances are you've used the services of an independent. Nor are these companies confined to rural areas. A substantial proportion are in cities, many of which are highly industrialized. Independents provide the service in Rochester, N. Y.; Long Beach, Palm Springs and West Los Angeles, Calif.; Tampa and St. Petersburg, Fla.; and Fort Wayne and Terre Haute, Ind., to mention a few.

From the standpoint of total telephones, Bell with its 25 odd mil-

lion instruments in service far outdistances the independents. Yet, because the latter are principally in the smaller towns while Bell companies are in the metropolitan areas, independents serve almost twice as many communities. They have exchanges in every state except Delaware.

### Variety in companies

THEIR variety is great. There are large ones with networks of the most modern facilities. General Telephone Corporation, for example, whose system constitutes the largest group of telephone properties outside the Bell System, has 28 sizable subsidiaries and, in 1946, accumulated a net income of almost \$3,000,000. Its 11 largest subsidiaries are among the 31 independent systems with gross revenues exceeding \$1,000,000 each. Close behind are a number of companies called the Gary Group, the oldest in the business, whose founder, Theodore Gary, was a dominant influence in building up the industry. But, for every large company, there are a hundred with fewer than 100 subscribers each.

No less fascinating than their present reality and—as we shall

shortly see—their growing future is the history of the independents.

It's a fact, for instance, that there are more doctors in the independent telephone business than in any other outside, of course, the medical profession. The reason goes back to 1894, the significant year when Alexander Graham Bell's basic patents ran out and independents were born.

It was a year which found the telephone industry still in its infancy. Only 270,000 telephones were in service and they were all in the larger centers of population.

Small towns, after long and unsuccessful clamor for service, now had their chance. And doctors took the chance first. They wanted telephones to connect them with their patients.

So doctors in many communities set up their own companies. One of the bigger independents today—the Illinois Consolidated—with 30,000 subscribers in 34 towns, was started as a doctor's private system for his patients by the grandfather of the present owner.

But others as well as doctors leaped into the business soon after 1894. Not only did little companies spring up in the tiniest villages and

*(Continued on page 82)*



Structures of the latest design house independents, such as this one at Rochester, Ind.





Wine and women served as bait  
at many a party in the capital

Behind-the-scenes operators  
prevailed in the gaslight era

Lobbyists in the old days did  
not hesitate to give orders

# They Don't Wear Tails

**W**HEN the New Deal was young, a bill before Congress provided for construction of a ship canal across Florida to link the Gulf of Mexico and the Atlantic Ocean. A few days after the Senate had voted it down, a grateful Sanford, Fla., Chamber of Commerce sent a crate of celery to every senator who had opposed the measure.

There was no secrecy about it. Indeed, the chamber eagerly submitted news of its action to Washington newspapers.

For his own amusement, a newspaper man asked each of the senators:

"Senator, did you get a crate of celery for voting against the Florida ship canal?"

With one exception, all replied that they had either sent back the celery or turned it over to a charitable institution. The one exception was former Sen. Bennett Clark of Missouri, who exclaimed:

"Hell, yes, I got the celery and I am going to keep it. I like celery."

Congress was particularly lobbyist-conscious at the time. A short while before, Hugo Black, then senator from Alabama, had routed the opposition to the so-called death sentence of the Wheeler-Rayburn utility act by launching a lobbyist hunt with his famous committee investigation.

Although the Black inquiry was more spectacular than most, attacks on lobbyists have been an intermittent part of the Washington scene ever since the first Congress. It began when a group of speculators bought up securities of impoverished states and pressed for legislation providing for their redemption at face value.

When a lobbyist hunt is on, congressmen have been known to run from their closest friends. They deny long-time acquaintances. In the course of one such heat wave,

a congressman whose wife was out of the city was staying with a long-time lobbyist friend. When questioned about the friendship he denied indignantly that he knew the man until it was revealed, to his great embarrassment, that he was wearing a linen suit belonging to the lobbyist.

Now much of this gaiety in the nation's capital is ended. The Congressional Reorganization Act has recognized the lobbyist by requiring him to register with the clerk of the House, stating his salary, expenditures, connections and what legislation he is interested in promoting or defeating.

The fact that more than 800 men and women have registered under this new law seems to imply that Washington is infested with lobbyists. After all, this adds up to a lobbyist-and-a-half for every congressman—and capital observers agree that there was



Today rough stuff is out. Now  
a lobbyist depends on facts

The real lobbying comes  
from the home districts

Authoritative sources make their  
data available to the legislators

PAUL HOFFMASTER

# and Horns

By CARLISLE BARGERON

more lobbying during the first session of the Eightieth Congress than there had been in years.

It was large in point of money spent, too, with legislative-conscious organizations spending \$2,700,000 in the first six months of the current year. Since these groups represent less than one quarter of the registered parties, and are the only ones to report their spendings at the half-way mark, observers see the total sum exceeding \$3,000,000.

The American Federation of Labor was tops on the current spending list, reporting expenses of nearly \$820,000. This outlay represents AFL's unsuccessful efforts to halt enactment of the Taft-Hartley labor law.

Second-place spending honors went to the Committee for Constitutional Government, Inc., which reported it spent \$248,506 in the six-month period. This group was

active in attempting to curb what were described as labor monopolies, and in the drive to slash 20 per cent off personal income taxes. The latter issue failed to get through Congress.

Two other large spenders were the National Home & Property Owners Foundation and the National Association of Real Estate Boards. The former spent \$77,234, and the latter, \$33,783. Both groups opposed the Taft-Ellender-Wagner long-range housing bill—which didn't get through Congress, and sought relaxation of rent control which did.

The American Legion spent almost \$30,000 in the fight for passage of the universal military training measure. The Legion's fire was answered by the National Council for Prevention of War which reported spending only a few hundred dollars less. The measure didn't pass.

The Citizens Committee for Displaced Persons also waged a losing fight. This group spent \$185,431 trying to get Congress to approve legislation that would have permitted war-displaced persons to enter the United States. The measure failed.

The National Physicians Committee for Extension of Medical Service was against medical insurance provisions in the Wagner-Murray-Dingell health bill. They laid out \$185,431 saying "No." The bill never came close to passage.

It is customary to blame selfish or sinister interests for the defeat of any legislation that some other group wants passed. The objectionable lobbyist is always the fellow who is working for the opposition.

Undoubtedly there will be future flare-ups around some lobbyist who fails to register, or one who reportedly engages in questionable



Aged men and women did not lack for support

Few groups fail to have a lobbyist on the payroll

The Legion spent \$30,000 in the campaign for universal training

practices. There are some lawyers, for example, who aver that they do not have to register when, in the course of representing a client, they engage in lobbying. Others have registered. But the impression is that, generally, a political attack on a lobbyist is by way of losing its effectiveness.

There was one lobbyist who took a novel way to obtain clients after he had registered under the reorganization act. He announced on his letterhead that he had been "approved" by Congress. There was another modest gentleman who wrote in "self" when asked to identify whom he was representing in his lobbying activities.

### Wide interest in legislation

ACTUALLY, when the issues with which the last session of Congress dealt are considered, it is surprising that only 800-odd lobbyists registered. Some 14,000,000 union members and 100,000 employers had a direct concern in the Taft-Hartley bill; it was estimated that \$5,000,000,000 to \$6,000,000,000 in back wages were involved in the portal-to-portal bills, to say nothing of the future implications. The budget called for \$37,500,000,000;

the Government is collecting some \$42,000,000,000 of taxes from business, the wage earner and everybody else.

Congress passed on the control of atomic energy, affecting the future of industry and the peace and security of the country. It dealt with such international issues as loans, tariffs, and shipment of goods abroad.

Lobbyists undoubtedly influenced action on all of these issues. But little if any of this effort was the under-the-table, behind-the-hand sort that is the public's conception of lobbying. Today's lobbyist is one of the best informed men in Washington. He is one of the relatively few who study the *Congressional Record*.

Moreover, many members of Congress will admit that they depend on the lobbyist for their knowledge of intricate subjects.

Business lobbyists are often represented by their traducers as being against everything that is in the public interest and working only to advance their own interests.

But so-called "self-seekers" and their lobbyists were the main-spring of the wages and hours act; they were the New England textile

operators who wanted the southern operators to pay the same wages as prevailed in the North and thus to be on the same competitive level.

In the past session of Congress, the National Retail Dry Goods Association was the moving spirit behind the "flammable products" bill. This bill was an aftermath of the fatal burning of several boys whose cowboy suits had caught fire. The members of the Association had fireproofed their products and wanted other manufacturers to take similar steps.

The men elected to Congress are not omniscient. They are drawn from various walks of life and are supposed to be responsive to our collective will. When congressmen are dealing with complex subjects, it behooves them to rely on others acquainted with these subjects. They are competitive.

Congress is a reflection of the conflicting and competitive interests in our national life. The lobbyists are but an abridged pressure of those interests.

A recent book written by Rep. Estes Kefauver of Tennessee, with the assistance of Jack Levin, a member of the Congressional Library research staff, points this





The liquor industry long has been active in its own behalf

The Anti-Saloon League is among enrolled lobbyists

More than 800 are signed up as lobbyists on Capitol Hill

out, but laments it. These writers think Congress should have its own experts and should take their advice. Whether or not this plan would work is subject to argument, but certainly congressmen need suggestions and interpretation from somewhere.

No man could assimilate all the 6,000 bills and resolutions that were introduced in the past sessions, for instance. Even if he could, he couldn't read, in addition, the voluminous hearings and reports on which the legislation is based. Lobbyists study these reports and frequently explain to congressmen implications of a bill which may have escaped their attention.

Moreover, it is doubtful how many of the more than 800 registered lobbyists are actually lobbyists except in the broadest definition of the term. The bill requiring registration was so all-inclusive that many persons who were uncertain as to whether or not they were included, registered anyhow to be on the safe side.

While the registration was going on, a Washington man posed a hypothetical question:

"Suppose," he said, "that Congress is considering a bill that will

affect adversely the wangle industry. The industry's trade association sends Bob White, a St. Louis maker of wangles, to Washington to talk to his congressman. Is White a lobbyist under the terms of the bill?"

"No," an expert assured him, "because his chief occupation is not lobbying."

"Yes," said a man equally expert. "While in Washington, White's chief occupation is lobbying and for that reason he should register."

Because of this uncertainty, Washington representatives of farm organizations, veterans, labor, the Anti-Saloon League, WCTU, trade associations, special causes, and the association that wants to reform the calendar are all registered as lobbyists.

### Lobby interest in all bills

APPROXIMATELY two per cent of the bills introduced in a Congress become law, but these are of interest to the lobbyist as soon as they are introduced. A bill may have originated with a rival lobbyist, or an industry trying to steal a march on its competitors, or an industry trying to catch up with its com-

petitors. A manufacturer of fiber barrels wants a break with manufacturers of steel barrels or *vice versa*, a manufacturer of can beer containers enters the field against the bottle manufacturers.

The Government has reached out to such an extent in our life that there are laws dealing with every phase of our economic existence. You can't, for example, just bring in a gas well and then pump that gas wherever you want to. There are laws and regulatory bodies to govern this.

You hear of lobbyists most often when there is a controversial bill at stake, such as the abolition of OPA, the portal-to-portal action and modification of rent controls. In such controversies the Washington lobbyist is but a pea in the pod. Lobbying then becomes an exercise of the right of petition on an organized scale. The CIO and innumerable related groups fought all three of the above mentioned measures to the finish. Similarly, interests on the other side waged a grim battle.

No measure could have been more vital to industry than the portal-to-portal bill. Business lobbyists had to be consulted if

(Continued on page 75)



# Word-catchers of Congress

By SAM STAVISKY

SINCE 1848, every word uttered in Congress by our duly-elected lawmakers has been saved, like so many pearls of wisdom, for posterity. Simple, commonplace, high-flown, or precious, the rhetoric has been gathered and given immortality through publication in the *Congressional Record*.

The *Record* is a mirror of the legislators' spoken thoughts. But it is no true reflection. Like the magic mirror in the funhouse at an amusement park, the *Congressional Record* gives a somewhat exaggerated picture of events.

The curious visitor to Capitol Hill often will be amazed to find his favorite representative or senator pouring out thousands of words before an empty chamber, apparently only to hear himself talk. Actually, the orator is "speaking for the *Record*." Once

hand experts. In both Senate and House, six of the scribes work in rotation. The Senate reporters operate in 10 minute turns out of every hour; the House word-catchers take down the verbiage five minutes out of each half hour.

## Notes are dictated

AFTER each shift on the floor, the shorthand scribblers return to their staff offices, read off their own versions of stenography into dictaphones, from which transcribers typewrite neat folios.

On the House side, the freshly-typed transcriptions are rushed by pages to the congressmen who made the remarks for editing and extensions. On the Senate side, the official reporters themselves are permitted by tradition to polish and edit the speeches.

noon, when Congress usually opens its daily sessions. But when the legislative work piles up, the reporters maintain unbroken rotations without relief.

The Senate staffers dread filibustering. But they stuck grimly to their 10 minute turns each hour during the 28 hour filibuster against the vote to override the President's veto of the labor bill.

The phrase-gatherers will tell you it's not the fast speakers who cause them trouble—it's the legislators with the fuzzy, jerky thinking, those who have trouble finishing their sentences. Furthermore, the shorthand recorders don't particularly admire rapid speakers.

"Fast talking may indicate fast thinking," the old-timers say, "but fast speakers can't get their thoughts over."

On the Senate side, James W. Murphy does little reporting now, but he virtually grew up as an official reporter of debates. His father and two uncles were official reporters before him. Now he correlates the notes of other shorthand experts. At one period in his career, he recalls, he suffered from a strange attack of writer's cramp. He spent a considerable sum seeking medical alleviation of the cramp, without result. He finally learned that a tight coat sleeve was the cause of his pain.

Dean of the House reportorial corps is septuagenarian Allister Cochrane, who has been copying and compiling the oral output there for more than 45 years. He still gets a chuckle out of the House member who, with an oratorical flourish, spoonered: "One swell poop" for "One fell swoop."

He laughs even more heartily when he recalls the wittiest congressional retort to his recollection.

It occurred some years back when Rep. Jim Mann of Illinois sported a set of handsome whiskers. The G.O.P. leader was attacked during one hectic night session by a member notorious for his drinking habits, who repeatedly referred with derision to "my bewhiskered friend from Illinois." Jim Mann listened in silence, then rose and made a single response:

"Bewhiskered I am, yes—but never bewhiskied."



**WHEN a congressman gets up to sound off, he's always sure of one listener—the official reporter of debates**

recited on the floor, the lawmaker's words become imperishable.

As a rule, House speeches are limited to one minute. But protocol permits editing and extension of the remarks for the *Record*.

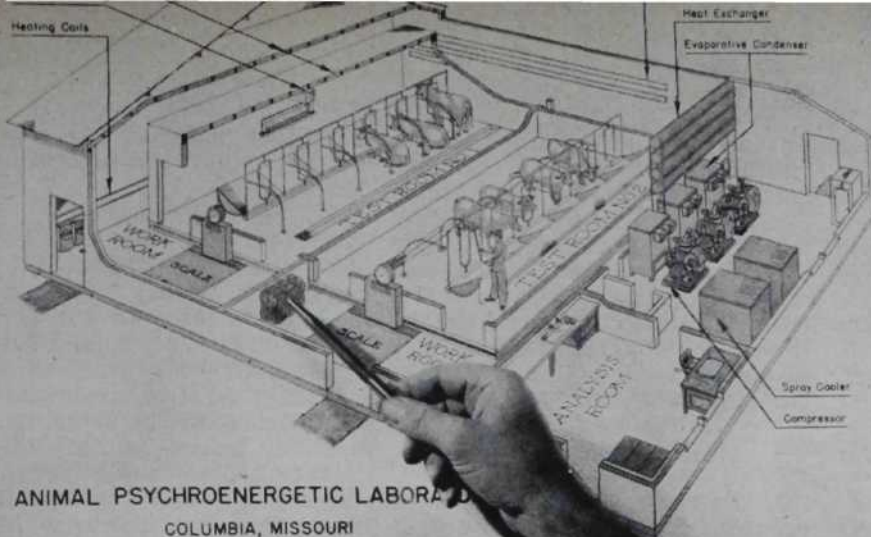
Fourteen official reporters of debates mark down every syllable uttered in either wing of Congress.

Each chamber has seven short-

Most of the Capitol word reapers sowed their experience in the courts. Several are lawyers, having taken up shorthand as a sideline. The "sideline" pays well, around \$10,000 a year. However, it takes a couple of years for a standard reporter to become an official reporter.

Generally, the scriveners have good hours, starting work at 12





ANIMAL PSYCHROENERGETIC LABORATORY  
COLUMBIA, MISSOURI



Tomorrow's farm buildings will not only be made of new materials but will be scientifically heated, lighted and air-conditioned

# Revolution Hits the Barnyard

By JOHN A. McWETHY

**D**ROP in at an average corn belt farm. You'll find it powered by tractors. They enable a man to do seven times as much as he could accomplish with animal power. Yet there'll be a big 50 year old red barn with stalls for long-gone horses and plenty of mow space overhead for hay to feed them.

If it's autumn, this farmer will be harvesting corn with a mechanical picker that permits him to do ten times as much as he could have accomplished by hand 20 years ago. And he'll raise five bushels where he got four a decade ago because he's using hybrid seed. But he will store this corn in an ancient crib built by his grand-

father where rats make themselves at home and eat 20 per cent of the supply before it can be used.

The same farmer will milk his cows by machine in half the time it took him when he did it by hand. Yet, the chances are he'll store his baled straw in a building someone put up years ago that is so far from his dairy barn that he'll have to walk an extra mile daily getting material to bed down the animals.

The plain truth is that farm building construction hasn't kept pace with improvements in machinery, seeds and fertilizers. D. M. Malcom, manager of marketing services for the American

Rolling Mill Company and executive secretary of the Farm Structures Institute, an organization of farm consultants from building material manufacturers, asserted recently:

"Farmers are using the methods of their sons, but the buildings of their grandfathers."

A revolution is brewing, however, that's going to result in a lot of changes in the rural landscape. Farm buildings are going to be modernized. New designs, construction methods and materials are being developed and tested. A few are already beginning to show up on farms.

To the man who owns or oper-



ates a farm, this rural upheaval offers a new crop of money-making opportunities. The upheaval will open ways to cut labor costs, use machinery more efficiently, reduce fire losses, and trim damage losses to stored grain.

Changes in farm structure are expected to mean millions of dollars in sales for firms that sell building materials, with some of the benefits seen filtering down to city dwellers in lower prices for meat, milk and eggs.

Drive out in the country ten years from now and what changes will you see? There will be one-story fireproof barns that never will need repainting, glass-lined silos that will unload themselves, "lounges" for dairy cows that will make them so contented they will give more milk than ever before.

You'll see more steel and aluminum used in building construction. Other structures will still be constructed of wood, but treated so as to resist rot and fire.

The prefabricated buildings used in increasing numbers for city houses are expected to play an even more important role in the country.

One of the biggest changes is

slated to come in barns. An old objection to the wooden barn has been that it was a fire hazard. Spontaneous combustion in hay mows has been the biggest single cause of farm fires. When hay stored above animals catches fire, it also often means livestock losses. The nation's farm fire losses run to more than \$100,000,000 a year.

### More comfort for cows

SO, the old-fashioned barns for housing dairy cows may be replaced with one-story "milk factories." Constructed of steel or cement, interiors will be as different from predecessors as exteriors. Instead of being confined to stalls in winter, cows will stand in so-called lounges. They will be milked in "parlors" equipped with milking machines. There will be a sufficient number of stalls to handle cows in small groups.

The lounge and milking parlor system is undergoing tests at the University of Wisconsin's Agricultural College.

What's going to happen to that sweet smelling hay that now goes up into the mow? Some of it will

be stored in a new type of steel building that its producer, the Martin Steel Products Corporation, calls a "haymaker." The haymaker has about twice the diameter of an average silo, has perforated walls. This makes it possible to force air through the hay and dry it artificially.

For many years farmers have cut hay, allowed it to dry in the field and then stored it in mows. In a year of heavy rainfall farmers have lost more than 50 per cent of the crop through leaving it in the field. Recently, however, a new machine has been developed—the forage harvester. This machine chops the hay into small pieces and blows it into a wagon. It is then ready for the haymaker and speedy drying.

Crop losses from wet weather are thus reduced. Labor costs may be cut as much as two thirds. Less storage space is needed because chopped hay takes up only one third as much space as loose hay. Artificially dried hay also is said to have a higher feed value. Leaves fall off field-dried hay before it reaches the barn. The leaves are described as being more appetizing and said to contain more vitamins



Life on the farm calls for the latest in home planning, no more pump-in-the-kitchen living



and minerals than the stems. Greater milk output is said to come from cows feeding on this silage.

For farmers who bale their hay, building experts suggest the use of a general purpose one story building for storage. An all-purpose structure of this kind also may be used to store machinery, wheat, extra feed or other farm equipment.

Significant changes also may take place in the old silo. One change would remove possibility of accidents. Most silo mishaps occur in winter when farmers are compelled to work on icy, slippery steps to chop ensilage loose. A false step may mean a fall of 30 or more feet. In a new type of silo developed by the A. O. Smith Corporation there is no need to climb—one need only push a button at the bottom and out comes the ensilage onto a moving belt that delivers it to the livestock. In addition to the unloading device, the silo has a glass lining fused to the steel exterior. The glass isn't affected by ensilage acids that eat their way into cement and wood. The silo is expected to be placed on the market next year.

Other crop storage buildings are going to undergo change. Old wooden corn cribs, with air spaces between the side boards, are still used on many farms. Where the government stored corn in cribs of this type several years ago, losses up to 50 per cent from rats and mould were reported. Now ratproof steel storage units have been made available.

A steel unit is being tested at Purdue University that utilizes a portable heater to dry corn. The heater is similar to one used to warm airplane engines in the Arctic during the war. If this type of drying and storage unit pans out, it may become possible to shell corn as it is harvested in the field. This can't be done now because corn contains too much moisture and is left on the ear, where it dries faster.

Shelling corn as it is

harvested also would make it possible to use a later maturing variety, thus boosting the yield. Still another advantage is that less storage space would be required. If it becomes possible to pick and shell corn in one operation, then dry it artificially, a farmer might be able to double his profit.

Hogs are expected to live better on farms of the future. One company is experimenting with an all-steel hog house with hinged roof that may be lifted like the hood of an automobile, thus providing greater ventilation and sunlight. Another firm is making a six-sided "pig nursery" equipped with a  
(Continued on page 76)


Mail order concerns  
offer prefab farm  
structures for sale



Better grain bins also are sought. These prefabs were erected by the Government for study



# You, Too, Can Be



**G**ET ALMOST any member of the Congress to talking about the time he served in his state legislature, as many have, and a nostalgic gleam will light his eye. He'll say those were the days. Nothing like them. A representative or senator of the United States may be hotter stuff, but it's not half the fun.

Or check the proposition with a few of the national by-line boys in the congressional press galleries who used to be state legislative correspondents, and you're more than likely to get this business back:

"Outside of the difference in dough, I think I'd go back tomorrow."

Me, too.

Ten years I had of it as a correspondent, and all I want in Paradise is a job on the *Pearly Gates Gazette* doing just exactly that.

The material rewards of the state legislator here below also are skinny to starvation point. No state pays its legislators enough to make the calling a full-time job. A "typical" state with a biennial session of 60 days will pay something less than \$10 a day; maybe only \$6; maybe \$5. Out of that, the legislator pays his own hotel bill; and capital cities are never cheap while a session's on.

The average state legislator must take the time to serve from whatever it is he does for a regular living. If he doesn't wind up with a load of debt at the end of the session he's as lucky as a pair of loaded dice. Either that or he's one of the small handful out of the thousands who have served their

states in the legislatures who have eventually gone to the pokey for permitting their pocketbooks to engage in unbecoming conduct. Lobbyists pick up lunch checks and throw parties for the members even as in Washington; a little side money may be slipped here and there, but only now and then.

The percentage of honesty, the misinformed to the contrary, is as high or higher than in any other group. Besides, it is difficult to be dishonest and a state legislator at the same time.

## Well known to the voters

A MAN has all the privacy of a canary bird. His constituents usually know all about him, probably down to the last nickel of his income.

For my book, and I speak advisedly as a professional snoop, state legislators, by and large, are a great bunch of people, performing services to their states vastly beyond and above material rewards.

I make bold to suggest there is both profit and pleasure for the business man who will take the time to visit his state capitol and watch them operate for a week, two weeks, maybe longer if he can. I get even bolder when I suggest that more business men ought to run for the legislature, partly as a public service, partly for their own spiritual enrichment, which, they can be sure, is about the only kind of enrichment they will get unless one counts lost poundage from missed meals, staying up half the night and walking miles of marble flooring.

And now, in most states, is about the time to decide whether it'd be a good idea or not. Most legislative sessions, meeting biennially, won't meet again until January, 1949, and it takes a little while to get

Detected while eavesdropping on a secret caucus, the news men beat a hasty retreat



# Called

By GERALD MOVIOUS

yourself lined up for endorsement and nomination.

It isn't quite like "being in politics" to serve in a state legislature, because nobody can shove you around.

The taxpayers don't pay you enough, and you're not dependent on them for a living.

But, considering the fact that state legislatures pretty much run our daily lives, in spite of the expansion of the federal Government, the chances of performing Trojan service are immeasurable. From appropriations for state institutions to regulating weights and measures, it's the state legislature which sits in the saddle. The state tax determines what we pay for gasoline; we get married under state laws; we get our haircuts from a man who has to fulfill requirements the state lays down. The power of the states is not yet to be lightly dismissed; nor the power of the state legislator.

While the session's on, your state legislator is busy. Once in a while—once in a great while—in the Congress of the United States, the gentlemen are convened or otherwise concerned with public matters after dark. In the average state legislature, the hard work doesn't even begin until the sun goes down.

But in a typical state it's only 60 days every other year. That shouldn't be so bad, you say?

Try putting in 60 straight days at a hard gallop for never less than 16 and maybe 20 hours a day and see if the joints don't creak

**Cosmetologists invaded their state capital to lobby for a special bill**



# "Senator"

worse than they would at 12 hours a day the year around.

There are just so many days to do so much. Under rules, very frequently, there's a time limit for bills to be introduced; a time limit for bills to leave one House and go to the other. There are committee meetings in the mornings and inevitably long caucuses at night.

Why does anybody want to be a state legislator?

## It's a different life

THERE are probably as many reasons as there are legislators, and there were 7,036 of them in the 48 states at the last count, but the underlying reason is because the life has a charm all its own.

It's like a cruise on an ocean liner. Or a convention. Or a year at college. It's like anything where a man can step from everyday life into another world but be conscious all the time he's going back to the everyday. There's something about that kind of proposition which exerts a strange fascination. The worries a man had when he left home for a cruise, convention or a legislative session have probably settled themselves by the time he gets back, and the ones he picked up while away aren't likely to follow him home. Things like that divide life into chapters.

Besides, at a state legislature, the strangest things can happen.

Gather ye 'round:

One day the bachelor set at a session I was haunting found life a trifle dull. The feminine help in the State House had been duly dated, wine and dined, and the monotony of it all was making itself felt. The situation seemed to call for new talent—female talent. How to get it?

You just can't ship a carload of





charming young women into a capital city in the middle of a legislative session without some good reason and get away with it in the better circles, innocent as it all may be.

But it was simple in this case. Somewhere among the all-but-forgotten bills was an obscure proposal having something to do with the profession of cosmetology—the art of beautifying skin and hair. The details escape me, but they don't matter. Within two hours, a gifted young House member had convinced two lobbyists for the state association of cosmetologists that, if they really wanted the bill passed, they should bring as many working members of the profession as possible to show their lively interest in the legislation.

### An interest in beauty

WITHIN 24 hours, girls began to drop off trains. Peals of girlish laughter sounded in the lobbies of hotels where legislators gathered. Within 48 hours half a hundred were in presence—and much in presence, because feminine cosmetologists are a credit to the profession for the most part and need but little of their own ministrations.

Everybody had a perfectly marvelous time. The bachelor boys constituted themselves a campaign committee and sent subcommittees of the charming young visitors to waylay and sweet-talk startled elderly members who listened with one ear and kept the other geared to the door for fear the next knock meant Madam Wife had decided to come in from Whooping Hollow on a surprise visit.

It was tomfoolery, sure. It was a little outrageous. Maybe it wasn't dignified. But the bill did pass, and since it was a good bill, it should have.

Nobody was hurt. Not as in the case of the Weighty Scale Company, for instance—

It seems that, a number of years ago, the Weighty Scale Company desired some change in the state laws which would benefit its products and it sent to this state capital in the Middle West an overpowering walking delegate who neither extended the hand of hospitality nor knew too much what it was all about. The climax of his visit was a nasty remark that the legislature in question was largely composed of "stupid farmers."

So every session or so thereafter until the boys got tired of it, some-

body would slip in a little bill requiring a certain mechanical feature in all scales used in the state and designed directly to drive the Weighty Scale Company out of business. Horrified Weighty Scale men trooped in to find the author of the bill. They never could. He had always just left, or he was coming in soon. Meanwhile, what about a few drinks? What, no liquor? Now if you must know, it was explained to them, the author of this bill is a drinkin' man, and while he'd scorn to be influenced, he would not call a few cases of the best entirely foreign to the matter.

Of course, the author was probably in the room at the moment, having been introduced by any name except his own. The merriment would go on until the boys wearied of the visitors; the bill would suddenly be withdrawn and the delegation would depart, having left behind it sufficient liquid nourishment to keep tired public servants refreshed for a long time.

Not nice? No, it's not nice. Some kind of larceny is involved here, but the story is told to illustrate the extremes among things that can happen. Few major business concerns are as shortsighted as the Weighty Scale Company; not today, anyway, and this was years ago. The smarter the business concern or trade association, the more likely its state legislative, "counsel" or "lobbyist" as you please, is likely to be a homey sort of guy who can fit right in with the boys in the back room and be one of them from just about the first night out.

I don't know what State House correspondents would do without the lobbyists. The good ones watch everything that's going on; they have time to prowl around all day and most of the night, and usually they are the trusted repository of innumerable secrets which they are able to pass on to the press in the form of "background" without breaking their word. They may even be able to say with authority that, in their opinion, such and such won't happen, but this or that will.

If you visit a state legislature you are bound to meet the press—  
(Continued on page 74)

One lobbyist kept the boys in spirits. One legislator drank himself cockeyed





# Diabetes met its master

in 1921 when insulin, which often controls the disease, was discovered.



Since that time, other advances have further improved the treatment



of diabetes. Control has become more accurate with the development of slower



acting insulins. Today, most diabetics under good

medical care



can look forward to a healthy, active life!

## The diabetic today holds the key to his future

Successful control of diabetes depends largely on the closest teamwork between doctor and patient. Most doctors say that the patient is the more important member of the team.

The diabetic needs to study his disease under his doctor's guidance. He can usually learn to avoid such complications as diabetic coma, in-

sulin reactions, gangrene, and early degenerative changes in the arteries, the heart, and the kidneys. Above all, he can learn how to fit his special diabetic requirements into a normal pattern of happy living.

For further information about this disease, send for Metropolitan's free booklet 117P, "Diabetes."

TO VETERANS—IF YOU HAVE NATIONAL SERVICE LIFE INSURANCE—KEEP IT!

COPYRIGHT 1947—METROPOLITAN LIFE INSURANCE COMPANY

## Metropolitan Life Insurance Company

(A MUTUAL COMPANY)

*Frederick H. Ecker,*

CHAIRMAN OF THE BOARD

*Leroy A. Lincoln,* PRESIDENT

1 MADISON AVE., NEW YORK 10, N. Y.



**TO EMPLOYERS:** Your employees will benefit from understanding these important facts about diabetes. Metropolitan will gladly send you enlarged copies of this advertisement—suitable for use on your bulletin boards.



# Our Bedlam of Shapes and Sizes

By PETER J. WHELIHAN

**IT'S NO** easy matter to standardize products but every step in this direction helps the customer

**A**T A TIME when every combat ship was needed badly in the Pacific, a lone destroyer was rushing from San Francisco for the battle zone. Five hundred miles out, her machinery faltered. One small bearing had given out with crippling effect.

Radio messages shuttled between ship and shore. Several days later the destroyer crawled back into port. Bearing experts quickly produced the needed part. The destroyer's engineer exploded:

"Confound it, we had that bearing aboard all the time!"

The trouble was that the bearing in the ship's stores carried a tag of multiple letters and digits. The engine drawings clearly called for one of different designation. Scores of bearing-makers had supplied the Navy, and each had his own identification code.

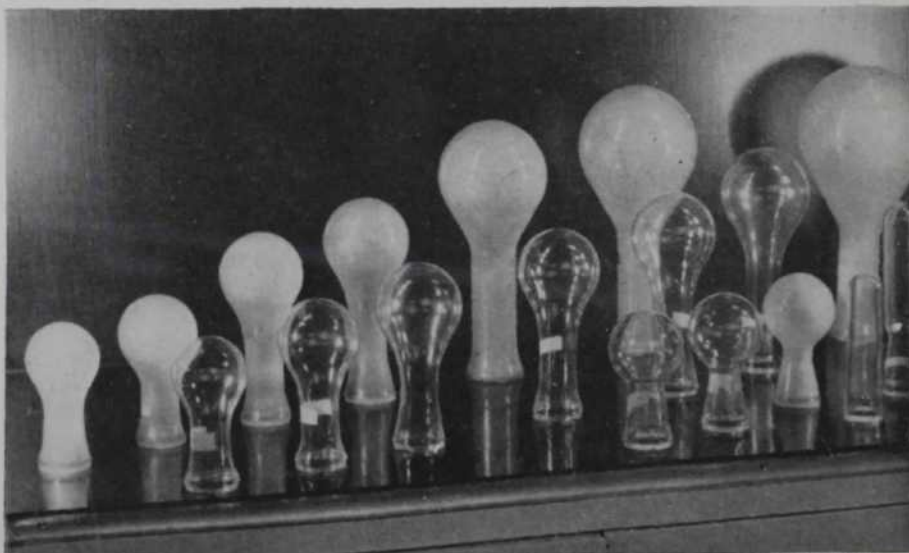
A similar lack of a common language to express specifications and performance—or set of standards—caused a serious bottleneck in tank production in Detroit when the nation was just hitting its stride in the output of weapons. A half dozen auto plants were turning out as many different types of engines to power three types of tanks.

Months were lost before the Army and manufacturers agreed on an engine design which made it necessary only to add or subtract cylinders to obtain the right power plant for a particular type of tank. Then the trickle of machines to the battlefronts became a torrent.

The war neither created nor



Structural steel shapes were standardized some 50 years ago



A.S.A.'s first project was in the light bulb and appliance field

CHARLES PHELPS CUSHING





**"I help make  
your telephone service  
the world's best"**

"Long before most of you were born—back in 1877—I started making telephone equipment for the nation.

"As the manufacturing and supply member of the Bell Telephone team, I've *always* had a lot to do with making your service the world's best—at the lowest possible cost.

"The close teamwork made possible by my being a part of the Bell System was never more important than today—in helping to meet record demands for telephone service.

"My name is Western Electric."

**MANUFACTURER...**  
of 43,000 varieties  
of telephone  
apparatus.



**PURCHASER...**  
of supplies of all  
kinds for telephone  
companies.



**DISTRIBUTOR...**  
of telephone  
apparatus and  
supplies.



**INSTALLER...**  
of telephone  
central office  
equipment.



**Western Electric**

A UNIT OF THE BELL  SYSTEM SINCE 1882



solved the problems of standardization. Work toward their solution has been going on for a long time and has been met with success in some industries. Structural steel shapes, for example, have been standard in dimension and material for more than 50 years.

However, the war did bring greater appreciation of what could be achieved through wider application of a system involving interchangeability of parts and a common method of indicating sizes, performance and quality of products.

Although standardization, even haphazardly evolved, has made the United States the leading mass production nation, other industrialized countries have developed the principle to a fine degree.

### Too many radio tubes

WHEN the war started, Germany had developed a single radio tube suitable to all essential uses, mili-

buying light bulbs only to find that the sockets were too large or too small, or that the screw threads of the bulbs failed to mesh with those of the sockets? Eventually, manufacturers realized that such conditions were retarding public acceptance of appliances and of electricity itself.

So, in 1915, the American Society of Mechanical Engineers undertook to bring equipment makers into agreement on dimensions for sockets, bulbs, plugs and other items. This job was speeded by the fact that foreign manufacturers, particularly British, were taking advantage of the confusion and dumping odd-sized bulbs and appliances on the American market to be absorbed by bewildered consumers.

About this time the American Standards Association was founded. This group, now with headquarters in New York City, has a staff of engineers, researchers and industrial liaison experts con-

standardization of a particular field or product and we'll undertake the project."

The Association sets up the procedure, or machinery. It does not attempt to impose a code on an industry. The New York office is a clearinghouse of information. Staff engineers correlate the data and proposals of individual concerns, each of which may advocate its own specifications as best for the whole industry. Intraindustry meetings are arranged to discuss proposed standards. The smallest in the field, as well as the largest, are heard. A.S.A. experts may give advice or serve as arbiters. In a spirit of give-and-take, a voluntary agreement is worked out. It's up to the industry to enforce it.

The A.S.A. took over the electric light and appliance problem as its first project, but it was not until 1931 that its standards became industry-wide. Now a consumer can hook up any appliance to a standardized plug, confident that it will function at peak efficiency.

The federal Government is giving valuable assistance to the swing toward simplification. The Bureau of Standards in the past 23 years has conducted research projects through which 130 industries have been standardized.

### Varicolored traffic lights

NOT all standardization involves industrial production. Some years ago the transcontinental motorist encountered a hodge-podge of traffic lights. Some localities preferred purple and orange, others liked blue and orange, or red, green and an intermediary amber. One New Jersey shore resort had five lights, for stop, go, caution, left and right turn! The A.S.A. was largely instrumental in winning the various states over to the present system.

Simplification—not regimentation—is the watchword. It is even possible, an Association spokesman said, that one day we'll find all or most doors opening uniformly in or out, with latches on the same side.

World standardization today is somewhat comparable to the national situation a quarter of a century ago. Always an obstacle to international trade, world standards problems are aggravated by differences in languages and conflict between the Anglo-American inch-pound system and the metric system most other major countries use.

As individual manufacturers at times have resisted standardiza-



Work is being done to standardize photographic equipment

tary and civilian. The United States had some 400 types. Yet more than 20 years ago, one of our leading radio manufacturers sought an intraindustry agreement to limit home receivers to 31 types of tubes.

Designers squelched the idea. They said it would curtail their inventive prerogatives.

Similar conditions prevailed in the early years of nation-wide home electrification. Remember

stantly seeking means to simplify the production, distribution and use of countless items required for our comfortable way of life. Hundreds of industries now support A.S.A., whose scope of operations appears boundless.

Brig. Gen. Donald Armstrong, ret., assistant to the chairman of the executive board, said recently:

"Let any representative group of manufacturers, distributors or consumers present their case for



tion for selfish reasons, so have the big industrial nations avoided some phases of it to retain their holds on buyer countries. Some have resorted to all forms of skulduggery to outsell their competitors.

Germany puzzled rival manufacturing nations by underbidding, at a loss, the big job of harnessing the River Shannon to electrify Ireland in the late '20's. Eventually it was learned the wily Germans had installed equipment standardized on their own off-size basis. Equipment made in other countries could not be used or would perform poorly. Thus German appliances and equipment replacements had a free field for a time.

The same technique enabled the Nazis to win a trade superiority in South America that ended only with the war.

During the war, a mysterious antagonism against U.S.-built electric motors sprang up in the Latin countries. The motors burned out easily, the Latins complained. Since the same type motors delivered superior performance at home, an investigation was made. It was discovered that most of the power plants involved had been built by the Germans, again at a loss, with the Germans' own standards of power, performance and designations.

#### Labels on motors

AMERICAN power standards set voltage at 120. Our motors are built with that power load in mind. A voltage of, say, 150 would burn them out before their time. Though the International Electrotechnical Commission long ago set an international horsepower standard, the Germans knew the labeling of a motor according to horsepower was an arbitrary matter. The same motor could be designated as of a certain horsepower, or double that, and nothing could be done about it.

For example, at one horsepower, a motor would deliver that amount of energy for its normal lifetime. At two horsepower, it would deliver two, but burn out quickly. A clear-cut international standard of horsepower in terms of a motor's life expectancy was lacking. So the Germans were able to sell the Latins "one horsepower" motors—actually adapted to the heavier voltage of the German-installed power systems—which would make honestly labeled, one-horsepower American motors look inferior. The resultant demand for

## What to do about RUST?

*Make  
this Test*



Immerse any rusty nail in a small quantity of Cities Service Rust Remover. If badly rusted, allow to remain for several minutes. You can actually see the rust dissolve.

*See the Results*



Remove nail and wipe dry with cloth or tissue. Note the complete absence of rust and the way the original surface reappears.



**Cities Service Rust Remover** has been tested for four years throughout a small, highly industrialized area in the East, where it has earned a unique reputation for performance. RUST REMOVER is a clean, clear liquid, practically odorless, non-inflammable, easily applied, and harmless to handle by those not allergic to specific chemicals. It is fast-acting, and, although heating somewhat accelerates results,

general application is recommended at normal temperature (60°-90°F.). RUST REMOVER is effective on chromium, copper, aluminum, steel and iron.

### 5 Big Advantages

1. Non-inflammable
2. Harmless to Normal Skin
3. Makes Metals Chemically Clean
4. Removes Rust by Chemical Action
5. Free from Muriatic, Sulphuric, Nitric and Oxalic Acids or Cyanide

**See a Free Demonstration  
of Rust Remover  
on Your Own Equipment.**

(Available only in Cities Service  
marketing territories EAST  
of the Rockies.)

*Mail this  
Coupon  
Today!*

**Cities Service means  
Great Service**



Cities Service Oil Co.  
NEW YORK • CHICAGO  
Arkansas Fuel Oil Co.  
SHREVEPORT, LA.

CITIES SERVICE OIL COMPANY  
SIXTY WALL TOWER, NEW YORK 5, N. Y., ROOM 263

Gentlemen: I'd like to test RUST REMOVER on my own industrial equipment FREE OF CHARGE. Send me details.

NAME \_\_\_\_\_

COMPANY \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_

STATE \_\_\_\_\_



German appliances and replacements gave the Nazis a solid "in" with the Latins for their products.

Elimination of such conditions is the aim of the International Organization for Standardization, a group set up under the United Nations, with the American Standards Association representing the United States. A year ago, representatives of the 25 participating countries met in London, agreed on objectives and chose Geneva, Switzerland, as permanent headquarters.

The international organization, officially called I.S.O., is considering the selection of a standard language in which to write specifications and definitions. British and American members have been holding out for English, while most of the other member nations prefer French.

### Yards or meters?

IT'S hard to predict what the I.S.O. will try to do about the inch-pound system versus the metric system. Britain is fairly well geared to both systems. Consequently, the conflict seems to pit the United States against the others.

Lack of familiarity with the metric system gave our manufacturers and the military much trouble during the war. We had to redesign machinery to build the multiple-barreled Bofors gun because our screw threads were out of pitch with those of Britain and Sweden.

We lost nearly two years in the production of the British Rolls-Royce airplane engine because it was necessary to translate more than a ton of blueprints from meters to inches. The first translation resulted in loss of the close tolerances so vital in precision machinery. For the second attempt we had to bring in British engineers and workmen. Moreover, the British method of drawing blueprints is opposite to ours. So that's another item for I.S.O.

It would be a titanic and costly job to convert the United States to the metric system, but some economists contend this must be done if we are to get our share of world trade. They point out that most other nations, customer and competitor, operate on the metric system or are strongly influenced by it. China, a potentially heavy buyer, adopted the system in 1928. A year earlier, Russia

had swung over to meters, grams and the centigrade scale. France, Germany and the Scandinavian countries have been on the metric for a long time.

The metric proponents insist we must speak the language of our customers. South America is getting used to the system introduced by the Germans. Russia has stripped eastern Germany of machines and tools designed on a metric basis. Replacements of like design will be needed. France and other metric system countries need a vast amount of goods to restore their economy.

The American Standards Association takes no official position. There is a disposition to see what the I.S.O. will propose.

One school of thought points to the billions of dollars' worth of American lend-lease equipment spread over the globe as a strong argument against abandonment of our standards of measurement. Russia and China, for example, did pretty well with the tanks, trucks, tractors, planes, radios and heavy industrial machines we sent them. They won't abandon all that now because of measurements. And they'll need replacements—made to our measurements. Perhaps our sales will help offset any lend-lease losses and win some converts to the inch-pound system, or put that system on an even footing with the metric.

There's another angle. Most major industrial countries, except the United States, will need years to replenish their own war-de-

pleted inventories, without worrying too much about exports. This would help American manufacturers offset the commercial influence of metric-measure countries. Russia already inclines toward our engineering techniques except in measurements. In South America, U.S. goods had built a reputation for quality, a name not altogether discounted by the German power trickery.

### Standards cut costs

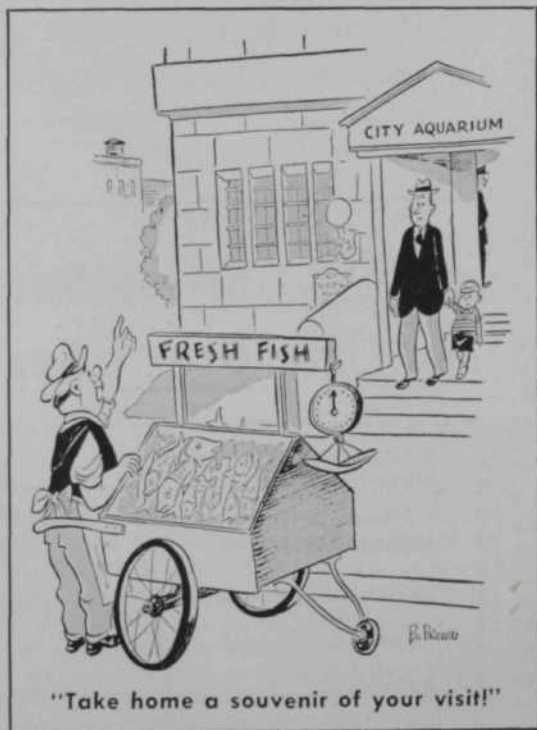
WITHOUT neglecting the international picture, the American Standards Association is concentrating on national problems. General Armstrong calls this the third step in our country's existence, following the primary agricultural stage and the secondary technological phase, where emphasis was not on production itself but on the machinery of production. We are now entering a vital third era, he says, when the problem is to produce the fruits of the machine so cheaply and efficiently that they move almost automatically to the consumer.

General Armstrong knows the complex problems involved. As commandant of the Industrial College of the Armed Forces, he helped break the bottleneck in Detroit by standardizing tank engines. Now he is concerned with efforts to standardize screw threads in the United States, Britain and Canada, and to develop uniform labeling of such items as "raincoats," "water repellent" fabrics or "shockproof" and "waterproof" watches. He means to pin these labels down, so buyers will know what they are getting.

Photographic equipment is being standardized, chiefly to cut the number of film roll types from several dozen to possibly five or six, and to obtain uniformity of light meters to simplify reading of dials.

The Association recently undertook a task it never expects to finish. That is the standardization of office equipment. Some 50,000 items, including chairs, desks, typewriters, cabinets—almost every office item except the employees themselves—are to go through the process.

Before the task is half finished, the A.S.A. figures it will be time to start all over again because of technological advances. In a sense, that's true of all the standardization projects.





Eastman Kodak Company

Kodak

announces

# THE BIG NEW PLUS

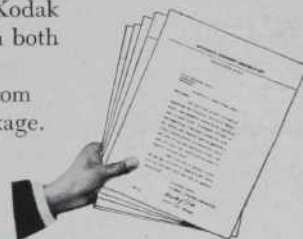
in business and industrial reproduction . . .

## Kodagraph Papers

With this—the announcement by Eastman Kodak Company, world's outstanding maker of photographic materials, of a new line of reproduction papers—you'd naturally expect a big new plus. And you're getting it: first—in Kodagraph Contact Paper that brings to photocopying a combination of brilliant contrast, wide latitude, long-lasting legibility, and dependable uniformity that is unsurpassed. Second—in revolutionary Kodagraph Autopositive Paper that brings to direct process and blueprinting equipment the unique advantages of photography.

### The PLUS that Kodagraph Contact Paper brings to photocopying

It's the plus of high quality reproduction—deep black on brilliant white. The plus of easy handling—wide latitude in exposure, development. The plus of superior paper base—Kodagraph Contact Paper lies flat, handles well, is long-lasting. The plus of dependable Kodak uniformity—in both exposure and development from package to package.



### The PLUS that Kodagraph Autopositive Paper brings to blueprint and direct process equipment

It's the plus of getting high quality *photographic* results with your present direct process or blueprint machines—in ordinary room light and without negatives—to make masters of new tracings for quantity direct process or blueprints of highest legibility . . . to restore "unprintable" tracings . . . to reproduce blueprints or opaque drawings.



### See what this big new PLUS can mean to you—write for booklet

For unsurpassed photocopying—Kodagraph Contact Paper. For direct process and blueprinting equipment—Kodagraph Autopositive Paper. And for printing from reduced-scale negatives, there are Kodagraph Projection Papers. To survey the possibilities of this Kodagraph line—quickly—write for "The Big New Plus."

Eastman Kodak Company  
Industrial Photographic Division  
Rochester 4, New York

### FREE—Kodagraph booklet

*Just mail coupon*



Eastman Kodak Company  
Industrial Photographic Division  
Rochester 4, N. Y.

Please send me a copy of "The Big New Plus"—your booklet about the great new line of Kodak-made reproduction papers. I have ☐ direct process ☐ blueprint ☐ contact printing equipment.

Name \_\_\_\_\_ (please print)

Department \_\_\_\_\_

Company \_\_\_\_\_

Street \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_



# Sorry, You Can't Park

By RAYY MITTEN

THE 20TH CENTURY has produced a new style of hitching post in our country—the parking meter. This curbstone, coin-in-the-slot device, symbolic of its age, is not to be regarded as incidental to the transition in transportation from the horse and buggy to the motor vehicle. Actually it commands its present-day popularity simply because American cities were not and still are not able to cope with the mass change-over from oats to gasoline.

Cities are using parking meters to increase curb space turnover. They are employed by two thirds of the cities with populations from 100,000 to 500,000, by nearly half of those in the 25,000 to 100,000 class.

Miami, Fla., and Oklahoma City have installed meters in municipal lots. Proceeds pay for lot upkeep, and traffic officers check the meters, so that attendants are not required.

It's a rare city that isn't willing to try the meters or any other reasonably likely cure for what rapidly is becoming the number one urban headache—the parking problem.

Motorists, merchants and city fathers curse it in daily concert.

And most communities are in position to receive the horse laugh from Old Dobbin himself for having booted him out in favor of his motor-driven successor. He left them in a lurch that grows worse as his mechanized followers multiply.

Villages were born and well into their urban long trousers before the mass advent of the motor vehicle. Like Topsy, most of them just grew. Land usually was considered too valuable to waste much of it on streets and alleys, which, as a result, were generally as narrow as the then comparatively light traffic would stand.

Then, as more highways were built to connect population centers, merchants insisted that main trunk lines run through the heart of town. They thought the traffic would generate lucrative trade. They learned too late that the local community, by far their best trade source, was being hurt by downtown traffic congestion generated by the highway users passing through.

At the same time urban growth brought mass transportation systems. Already overcrowded streets had to bear the added burden of trolley and bus lines.

Meanwhile, more people were discovering that, with automobiles, they could live outside of town and drive in to work or shop. Of course, they would need parking places for their cars—in midtown areas where increasingly fewer places were available.

Curb parking space continued to





# There

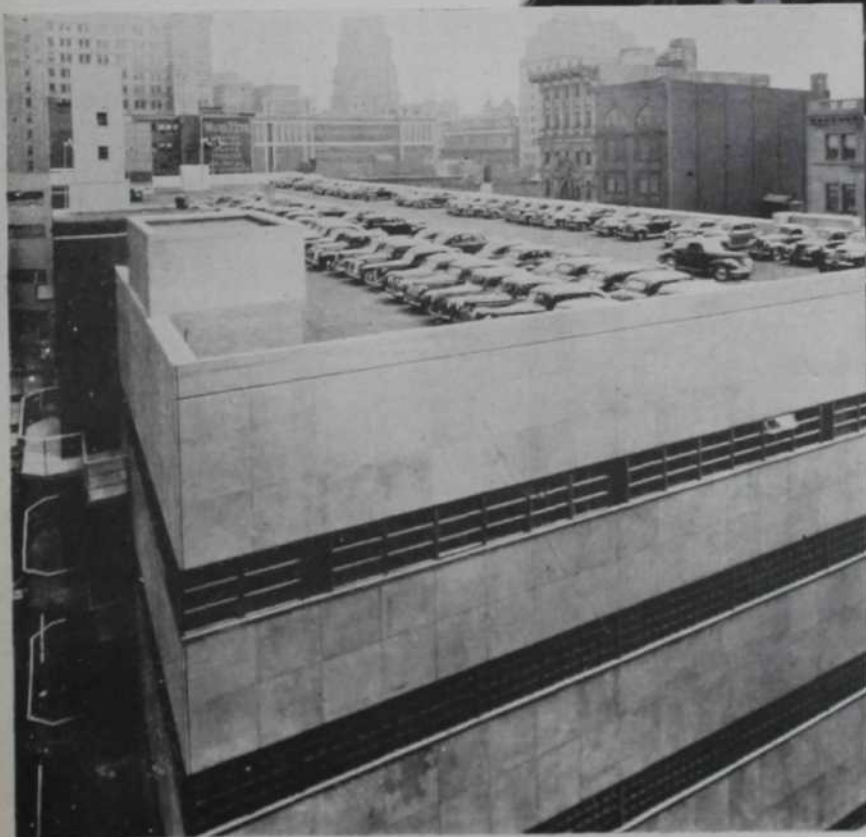
shrink as parkers multiplied and more of it had to be earmarked for commercial and emergency use. Washington, D. C., for example, has about half as much legal curb parking space today as in 1930. The problem has the city groggy.

While curb parking space in the nation's capital and elsewhere shrunk, drivers touring in search of parking spots added to downtown traffic congestion.

As this congestion grew, shopping became a real chore for those who drove downtown. Consequently outlying shopping centers began to blossom. Increasing numbers of shoppers found it easier to patronize these—because parking space was available even though they did have to drive farther—than to venture downtown.

At about this point city fathers and merchants began to worry.

As midtown decentralization accelerated, real estate in such areas



Most car drivers prefer an open lot to any other type of parking spot

Some cities hope to solve their parking problem by building huge underground areas, others by the use of facilities under a roof but with open sides



began losing value, which meant a decline in city tax returns. In the past 13 years decentralization has cost Baltimore \$53,000,000 in declining property values. Similar losses have reached \$200,000,000 in Detroit since 1930; \$60,000,000 in Kansas City from 1933 to 1943, and \$465,000,000 in Boston during the 1930's alone. Though lower in total, such losses have been just as severe proportionately for scores of smaller cities.

Moreover, decline in downtown property values is the sort of real estate devaluation that hits city coffers hardest, because downtown property is the only kind that returns as much or more in tax revenues as it receives in municipal services.

### Parking problem hurts trade

DOWNTOWN merchants could trace sales declines to the parking problem. The American Retail Federation says lack of convenient parking space ranks with taxes and labor among the major problems of its members.

The parking problem rates up on top of the worry list of the Urban Land Institute of the National Association of Real Estate Boards.

Actually, what has happened amounts to the lowering of an iron

curtain of "No Parking" signs around downtown areas. That, at least, is the way Leslie Williams, city planning and traffic engineer of the American Transit Association, describes it.

"The future of the automobile in urban areas," Williams adds, "is not 'in the bag' but rather in modern parking garages that don't exist."

"What good is more street capacity if there is no place to put your car when you get downtown? Car use in downtown areas will advance only as fast as steel and concrete are poured into motor vehicle terminals."

That's how the experts feel about the parking problem. The American Automobile Association says not a single city has solved it completely.

But those struggling with it have arrived at one common conclusion—there's no single cause of, or pat solution to, the parking problem.

For one thing, highway improvements have increased the use of motor vehicles. Surveys show a distinct parallel between increased automobile production and roadway construction. Four out of every five cars you see on the highway are going to or from a city or town. Each of the four has to be parked.

In 1920 there were 10,000,000 cars which traveled 30,000,000,000 miles a year, the Automotive Safety Council estimates. By 1941 there were 34,000,000 cars traveling 300,000,000,000 miles annually—a 1,000 per cent increase!

The average car travels 9,000 miles a year, of which 30 per cent is on city streets. It averages 60 per cent in cities of 100,000 or larger.

Since the war a number of cities have found 40 to 60 per cent of their shoppers using automobiles. Further rises are expected. Detroit, for example, forsee a 35 per cent increase in travel on its downtown streets by 1950; Savannah, 40 to 60 per cent; Chicago, 30 per cent.

Few cities escape the parking problem. An AAA study shows that, except in the largest cities, 70 per cent of the people enter and leave town by automobile—each to be parked. Current estimates find one car in use for every four persons in cities with populations from 100,000 to 200,000; eight persons per car in cities of 2,000,000 or more.

There are more than 2,000 cities and towns with populations from 2,500 to 25,000 which have no mass transportation systems. The bigger the city, the greater becomes the use of mass movement systems. In



Stores have turned their roofs into inviting parking sites to encourage shoppers to stop



New York about 90 per cent of the people entering the business districts ride buses, trolleys, the elevated or the subway.

"Traffic congestion can be relieved in direct proportion to the number of people who use the mass transportation system when coming into town," says Miss Dorothy M. Lee, public utility commissioner of Portland, Ore.

### Types of parking

THOSE who must or insist on using their automobiles include several types of parkers with whom the average community must contend.

There's the short-time or quickie parker, whose ranks include the block cruiser and double parker. He parks an average of 20 minutes to mail a letter, pay a bill, make a bank deposit or attend to some other errand. A number of communities have devised curb services for these parkers.

Different problems are created by the long-time parkers, such as movie patrons, or store employees who get to work early to find an all-day space near where they work.

The long-timers are mainly responsible for reducing turnover in curb parking space.

But the shopping parkers create by far the biggest problem. Their numbers are largest throughout the country between 2 and 3 p.m. In cities of more than 50,000 population, the heavy hours are between 11 a.m. and 3 p.m. In cities under 50,000 they hit their peak after 3 p.m.

The shopping parker doesn't like to walk more than 1,000 feet from automobile to destination, but this varies according to parking fees. An AAA survey shows they'll walk as many as eight blocks from a free space but only two blocks from a 25 cent space and one block from a lot or garage charging 50 cents.

Shopping parkers—along with the two other types—may seem to create a tough enough situation. But, to get the full picture, you also must consider the so-called special interests. These include operators of delivery trucks, taxicabs, emergency vehicles; also retail stores, churches, theaters.

In Akron, Ohio, a group of merchants fought to prevent a rush-hour parking ban for the main street in their section. Merchants often believe their business will be better if curb parking space is available in front of their stores. Paradoxically, however, their own cars and those of employees fre-



*When traveling  
to or from California  
on the Santa Fe, visit . . .*

# Land of Pueblos



"Taos Pueblo" . . . an age-old Indian pueblo on the Indian-detour trips in northern New Mexico.

When you travel to or from California via the Santa Fe, northern New Mexico calls you to visit its unique and colorful Land of Pueblos.

There, at any season of the year, you see Pueblo Indians in one or more age-old ceremonial dances, visit prehistoric cliff dwellings, ranches, adobe missions, and watch the Indians making pottery and silver-and-turquoise jewelry.

Winter is an especially good time of year to schedule a Land of Pueblos trip. Climate is crisp and invigorating. Night-times are memorable, with the air so clear you can almost reach up and "pick a star."

See this Land of Pueblos on a one, two, or three-day *Indian-detour*—the private motor tours that start from Santa Fé, New Mexico.

Convenient, too. Merely arrange to "stop over" at Lamy, New Mexico. A motor coach meets the train. In Santa Fé, Fred Harvey's famous hotel, La Fonda, facing the historic plaza, will be your headquarters.

Let us send you the picture folder giving full details on the colorful Land of Pueblos and the *Indian-detours*. Just mail the coupon.

T. B. Gallaher, General Passenger Traffic Manager  
Dept. NB-2, 80 East Jackson Boulevard  
Chicago 4, Illinois

Please send me complete information on the Land of Pueblos and tell me how I can explore it on my way to or from California via Santa Fe.

Name \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_

**SANTA FE SYSTEM LINES . . . Serving the West and Southwest**





Throughout industry . . . in every part of the country . . . buyers are turning to our low-cost financing plan as a sound, businesslike way to buy the machinery and equipment they need . . . without tying up funds that may be needed for working capital or other uses.

Our Machinery and Equipment Purchase Plan is available to finance all your purchases of new or used machinery and equipment . . . even equipment engineered and built to meet your special requirements . . . at uniformly low cost.

Under this plan, you make a nominal down payment and we supply the balance. You repay us monthly . . . with the help of increased earnings or economies effected by the equipment.

Complete information about the advantages of this plan is yours for the asking. Write or phone the nearest Commercial Credit office listed below. **FOR QUICK ACTION** — Tell us: (1) the amount and kind of machinery or equipment you plan to buy; (2) how much financing you need; (3) over what period of time you want to spread payment. Frequently the loan is okayed and the money ready the same day. Write or phone today!

**COMMERCIAL FINANCING DIVISIONS:**

Baltimore 2, New York 17, Chicago 6, Los Angeles 14, San Francisco 6, Portland 5, Ore.



OFFICES IN MORE THAN 300 CITIES OF THE UNITED STATES AND CANADA

quently are found parked all day in such space.

Also common is strong conflict among merchants as to where proposed parking lots—publicly run or jointly operated by the storekeepers—should be located. Each wants them as close as possible to his store.

Space also must be allotted for loading and unloading street cars and buses.

Because of land costs, few churches, theaters or auditoriums, particularly in downtown areas, provide parking facilities. Thus streets surrounding them often are choked with parked cars.

### Local freight by truck

THE loading and unloading of delivery trucks at business district establishments causes even greater complication. It is worse in the daytime because trucking companies and their employees oppose night deliveries. So do business houses because this requires special night crews and increases theft hazards.

There are 45 per cent more trucks today than ten years ago, and more than 50,000 U. S. communities depend solely on them for freight deliveries. Most of them would prefer off-street parking, provided privately or from alleys. But unplanned urban growth has made this mere wishful thinking in most cities.

"The truck loading and unloading problem contributes almost as much to traffic congestion as the (Continued on page 86)





# Permafrost is Sure a Devil

By WALLACE DAVIES  
and WILLIAM E. PEAKE

**MOTHER NATURE's goose pimples in the Far North are a baffling problem for anyone who tries to construct a road or to erect a building**

**T**HE BIG Russian Bear is best known for the diplomatic nightmares he causes. But in one respect this old grizzly is as docile as a lost lamb: he is afraid of the ground he treads. Permafrost—permanently frozen ground—underlies that half of the territory of the USSR which assumes added importance with each new Five-Year Plan.

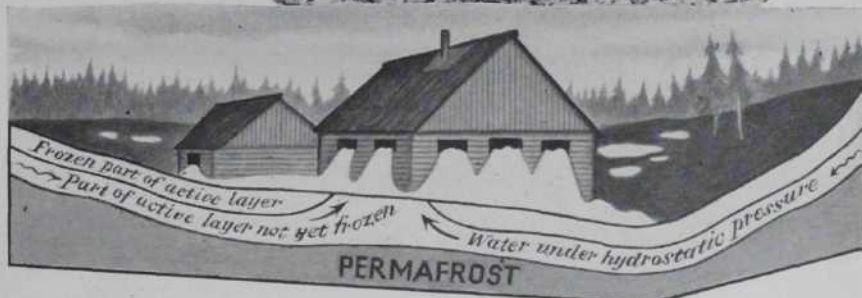
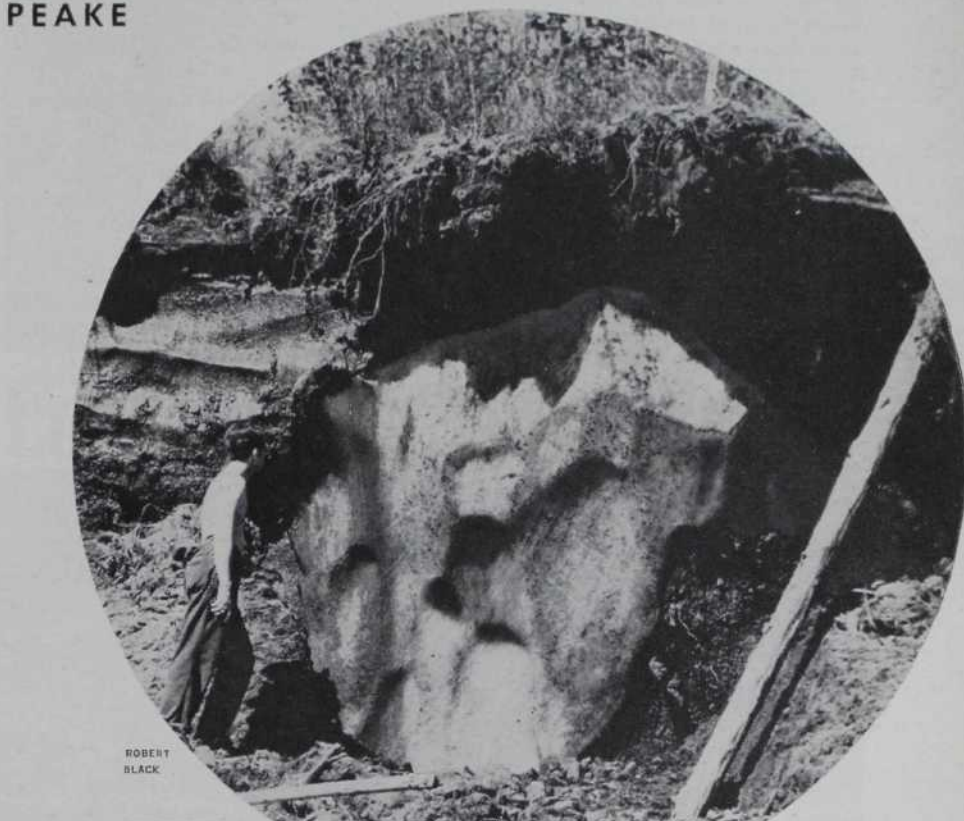
Toward this phenomenon within its borders the Soviets have been forced into a policy of total appeasement.

At the moment, American scientists and our armed forces based in Alaska are tasting the same bad medicine that the Russians have had to swallow for years, because vast areas of the Territory, as well as Canada, are in the permafrost belt which underlies one-fifth of the world's total land area.

Because of permafrost, bridges sag and topple; railroad tracks, roads and airplane runways heave, slump and crumble; buildings develop structural defects; land areas puff skyward causing trees to tilt at crazy angles—a spectacle that causes the sober-minded to call them drunken forests. Even the ground on which one walks develops masses of water blisters that frequently pop with rifle-like reports.

In North America, permafrost begins at the United States and Canadian border, increasing gradually in depth and area as it extends northward.

Allergic to sun, wind, snow and rain, permafrost is so sensitive that even a toppled tree, tramp of cat-



Top shows an ice wedge and frozen ground exposed in a cut bank of the Yukon River. Below is a house flooded when the heat of a building has melted the soil under it. It's an artesian well, large size

tle, or footsteps of man have been known to cause it to unleash its pent-up fury.

Some idea of what our scientists and the Army face in Alaska may be determined from the experience of the Russians who first bumped into permafrost on a major scale about 20 years ago when they began the development of Siberia. When the handiwork of the Russian engineers began to go awry, the Soviets decided to fight permafrost their style. They tried to

crush it by using stronger materials, more rigid designs and by making periodic repairs. Their efforts resulted only in costly failure.

Those in the Kremlin were determined, however, to push the fight. After more years of trial and failure, Russian scientists became convinced that orthodox engineering methods would not work. Since 1938 no Russian may erect a building within the permafrost region without making a study of condi-



tions and obtaining permission of authorities.

The situation in Alaska hasn't reached a stage quite so acute but, until the actions of permafrost can be neutralized, our efforts to develop the Territory into a citadel of defense, restock depleted reserves of critical material from Alaska's vast wealth of untapped minerals, and open the Territory for increased colonization, will be seriously retarded and the cost of our present program will continue high.

To understand the difficulties, one must know what permafrost is. It is that thickness of soil—even bedrock—in which a temperature below freezing has existed continuously from two to thousands of years. In Alaska it exists to a known depth of more than 900 feet.

Permafrost begins at a variable

change in temperature—which can be caused by a building, removal of the protective covering through excavation, or other works of man—makes these layers contract or expand. As they change, enormous pressures are created. When this irresistible force goes on the march, roads, houses, or airport runways do not provide the immovable objects to withstand it.

### Detailed surveys are needed

IN practice, of course, the work of the geologist and engineer is complicated by the many variables that influence permafrost action. The amount of moisture in the soil, type of soil, seasonal variations in temperature—all must be studied by one wishing to cope with permafrost at any particular spot.

One of the most troublesome problems sometimes is created

some excellent paved roads. But our northern outpost boasts of only one. It is three and one third miles long, and was completed in 1945. Except for the fact that the Army wanted a paved road within its Ladd Field, outside Fairbanks, over which the heaviest military equipment could be hauled, Alaska would now be without a single mile of paved highway. Although some town streets are paved, they are not considered part of the Territory's highway network.

There are two principal reasons for this situation. First, road-building in Alaska is expensive. Second, roads over permafrost must be built with caution.

In building the road in Ladd Field, which lies in the permafrost belt, engineers were forced to grade down the roadbed as much as 14 feet at one point, and usually between four and eight feet, before a solid foundation could be found. The sub-grade of gravel was then laid. Over this was laid asphalt four inches thick. The Army thus far has been able to keep this road open the year 'round and reaction has not set in.

Sensitivity of permafrost to any disturbance that changes the thermal regime is illustrated by experience in building the 1,523 mile Alaska Highway. In trail-blazing this 26 foot gravel-surfaced road from Dawson Creek, British Columbia, to Big Delta in Alaska where it joins the Richardson Highway, bulldozers and pick-and-shovel boys skimmed off much of the insulated active layer because the highway had to be built in a hurry.

The highway lying within the permafrost belt is now easily identified. Typical is the former tent camp of a road crew along the Alaska stretch of the

highway. The camp was pitched in midwinter in a clearing made smooth as glass. Now ditches and sag basins formed by action of the disturbed permafrost clearly define the location of the stove-heated tents and company streets.

In an effort to keep the Alaska Highway open, speedy road scrapers and graders spread and tamp the thousands of cubic yards of gravel which are poured over those stretches of the road subject to the action of permafrost.

Housing problems in this belt put to shame those people in the



Underground pressures cause airstrips to heave and slump

distance from the earth's surface, following the general pattern of a roller coaster, dipping where the ground is bare and rising where the surface is insulated, as by peat or moss. Above permafrost is a layer of ground also variable in depth. Generally it is fairly thin in the north, becoming progressively thicker as one goes south, having an average depth of from one to six feet, depending on the latitude. This is known as the active layer because it thaws in summer and freezes in winter.

The problem comes when any

when ground water flows through an unfrozen layer of earth between the top active layer and the permafrost below. If the permafrost shifts so as to dam this stream, enormous hydrostatic pressures may be created, pressures which have puffed skyward earth mounds with a perimeter of three fourths of a mile to heights as much as 300 feet. Then the top has blown off and water and ice have gushed forth to flood the area.

In a territory one third the size of the United States, which is Alaska, one would expect to find



States who complain about the dearth of apartments and new homes. In the permafrost regions home builders have to take unusual precautions against sagging walls, and other deformations caused by thawing ground. Under certain conditions it is not safe to heat a building. Where protective measures have not been taken, thawing ground under a structure has caused a sudden outpouring of water. Quickly freezing, the ice mushrooms throughout the structure, pushing through doors, windows and eventually raising the roof.

### Insulation under runways

ARMY Air Force runways, like roads, have proved particularly susceptible to permafrost. After trying out numerous methods, the Army began experimenting with a new wrinkle—the use of thick, insulated mats under runways. On a field near Fairbanks, 20 runway sections recently were insulated against permafrost—it is hoped—with layers of foam glass, cellular concrete, asphalt, gravel, spruce boughs and moss.

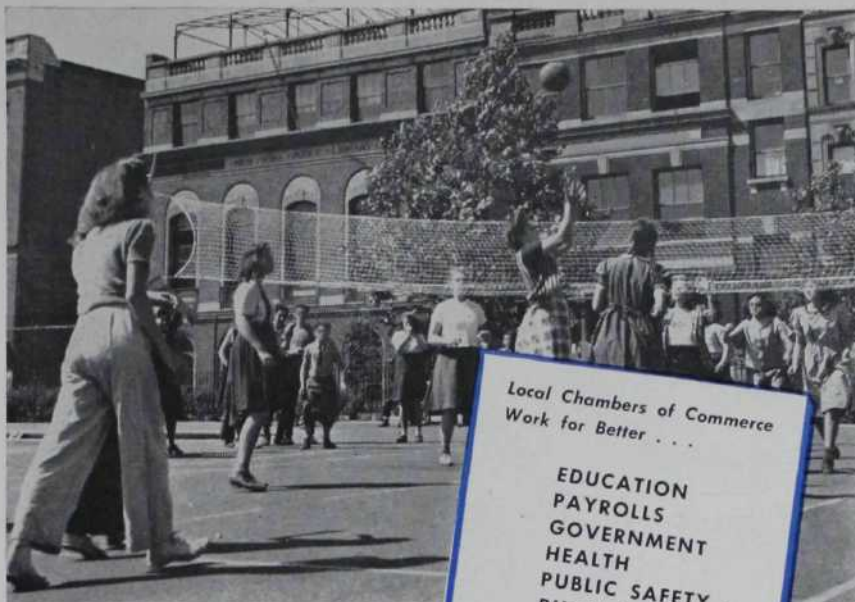
Construction of a 550 mile standard-gauge railroad from Fairbanks, in the heart of Alaska, to Teller, on the shores of Bering Strait, would be a boon to the Army and Navy. But, if and when this railroad is built, it will have to be "floated" on beds of gravel and sand over most of its length. Even then it is doubtful if it can be used the year 'round.

Some of the methods used in mining operations smack of a Rube Goldberg creation. One of the most practical methods involves drilling into the frozen ground at "points" usually a rod apart and then sinking a water pipe into the hole. Once the water is turned on, it then becomes a matter of waiting until the ground around the "point" thaws. When this happens the water pipe is driven deeper and the waiting process repeated. This operation sometimes takes months.

Although permafrost has been known to scientists for years, it was not until the war that Americans really came face to face with its manifold treacheries.

Now the American Army has developed a permafrost program and cooperating with it is the Geological Survey of the Department of Interior, which also has a program.

Experts have learned much, but they are unanimous in their belief that even the Army will never conquer permafrost.



## Let's Start Now...



SURE, America is going places! By 1960 you'll scarcely recognize her.

What's ahead? For a starter, there's a standard of living higher than ever before . . . a greater national productivity with fewer hours of work to get it . . . and a practically universal two-week vacation.

This means that we must start now to make plans for a happier, healthier America . . . an America in which recreation will become increasingly important.

Your local chamber of commerce realizes this and is already preparing for the future. It is solidly behind such recreational projects as civic centers, swimming pools, playgrounds and auditoriums.

▶▶ BUT NO MATTER how good your local chamber officials are, they can't do their most effective work without your help. Ask them what you can do. Then if you want to dig deeper into the possibilities of chamber work, read, "Local Chambers, Their Origin and Purpose." Write us for a free copy.

**Chamber of Commerce of the  
United States of America**  
WASHINGTON 6 • DC







The spot at the tip of the girl's finger is the world's smallest book. Largest is the Audubon Bird Book

\$1,500,000 in the cautious Hoover days—the 3,000 volume Vollbehr collection of "Incunabula" (Cradle Books), or early Bibles.

Auction rooms in New York, London and Paris frequently see frenzies of bidding rivaling those of the stock pits. A veritable struggle of the titans was enacted before the war in the Anderson Galleries' auction room in New York City when an early Gutenberg Bible was wrested from the hands of bidders representing J. Pierpont Morgan and William Evarts Benjamin. The bidding jumped from Morgan's \$50,000 opening to Benjamin's \$105,000 final offer. Dr. A. W. S. Rosenbach of the Rosenbach Company carried the Bible away for \$106,000, the highest price ever paid for a single volume. Mrs. Edward S. Harkness later bought the Bible from Dr. Rosenbach and presented it to Yale Uni-

# Don't Toss that Old Book Away

By EDWIN WARE HULLINGER

**H**OW WOULD you feel some raw, rainy morning to learn you had been starting your fireplace with kindling you could have sold on the antique book market for several thousand dollars a throw? That was the experience recently of two women on a poultry farm in Virginia—except that it was the kitchen stove that took the kindling.

The incident isn't too unusual, although trash piles probably account for more lost treasures than kitchen stoves or fireplaces. And, fortunately for the rare book trade, one of the most active and drama-charged of the big-time antique art objects businesses in the country, a large number of "finds" are discovered before they can be destroyed.

Enough, at least, to service a market that extends throughout the world. Enough, also, to provide raw material for an active hobby enterprise for a number of amateur collectors.

On the professional side, the rare book trade in America revolves about a group of auction rooms and dealers in Philadelphia,

**THERE'S a collector waiting with hard cash for a volume you may have in your attic or cellar. It'll pay to let him see it**

New York, Chicago and Los Angeles, with smaller but important trading centers in San Francisco, New Orleans and Boston. Measured in terms of persons involved, the business is less extensive than the stamp trade, but compares favorably with the other art and antique lines.

The stock of the Rosenbach Company in Philadelphia and New York invoices above the entire stock of Macy's department store. Other dealers in London, New York, Chicago and Paris, and private collectors like J. P. Morgan, Lessing J. Rosenwald and the Huntington family have libraries whose value runs into the millions.

The Government, incidentally, has one group of old books in the Rare Book room of the Library of Congress for which it paid

versity, which now values it at \$300,000.

Dr. Rosenbach, dominating figure in the American field, has been interested in antique books since 1885, when, at the age of 11, he risked \$24 for an ancient tome at a Philadelphia auction. (He recently refused \$5,000 for the book, an illustrated edition of "Reynard the Fox.")

A Shakespeare "folio" sold for \$35,000 in a London auction in 1939. (Old Shakespeare copies are excellent investments, his writings having increased in value more than 12 times in the past half century.) Early editions of "Pilgrim's Progress" often sell for as much as \$45,000.

Many rare book dealers keep professional scouts touring their territories. Most of the stock, however, is said to come from free-



"—mountains are leveled and oceans bounded by the slender force of human beings"—SAMUEL JOHNSON



## Why communications get better all the time

YOUR VOICE girdles the globe in one-seventh of a second.

It travels at 186,000 miles per second—the speed of light—thanks to the telephone and radio. And by television, so do the pictures of any event as it occurs.

What has made this blinding speed possible? What has given us these “ringside seats” . . . to see, to hear, to share in the headline news of the day?


The answer: Greater knowledge of electronic waves and better materials to harness them. For example, the vacuum tube—heart of radio or television—depends upon the greatest possible absence of air or other gases—a high vacuum. Most of the air is pumped out before the tube is sealed. Then a tiny bit of barium, called a “barium getter” is flashed inside of it by electricity. This captures the remaining air and gives a nearly perfect vacuum.

Unending research and engineering have also provided finer plastics for insulation, purer graphite and carbon for electronic devices . . . and a host of other basic materials that help shave the speed of communications to the tiniest splinter of a second.

*Producing these better materials and many others—for the use of science and industry and the benefit of mankind—is the work of the people of UNION CARBIDE.*

**FREE:** You are invited to send for the illustrated booklet, “Products and Processes,” which describes the ways in which industry uses UCC’s Alloys, Carbons, Chemicals, Gases and Plastics.

# UNION CARBIDE AND CARBON CORPORATION

30 EAST 42ND STREET  NEW YORK 17, N. Y.

### Products of Divisions and Units include

LINDE OXYGEN • PREST-O-LITE ACETYLENE • PYROFAX GAS • BAKELITE, KRENE, VINYLON, AND VINYLITE PLASTICS  
KEMET GETTERS • NATIONAL CARBONS • EVEREADY FLASHLIGHTS AND BATTERIES • ACHESON ELECTRODES  
PRESTONE AND TREK ANTI-FREEZES • ELECTROMET ALLOYS AND METALS • HAYNES STELLITE ALLOYS • SYNTHETIC ORGANIC CHEMICALS





## THERE'S A *New Beauty* ON THE OFFICE FORCE

In clean, flowing lines and two-tone harmony, Burroughs style engineers have interpreted the inner perfection of the new Burroughs Electric Duplex Calculator . . . its ease of operation and sureness of figure control.

Here is an instrument to lift the pride and quicken the spirit of the modern business girl . . . make deft hands more deft. Here, too, is the promise of other

Burroughs developments now in the making . . . of improvements and refinements that reflect the stepped-up tempo of Burroughs research in electronics, metallurgy, chemistry and styling.

Great things are going on at Burroughs . . . as this new Burroughs Calculator bears evidence. Burroughs Adding Machine Company, Detroit.

WHEREVER THERE'S BUSINESS THERE'S

# Burroughs





lance scouts—often book salesmen who work at this on the side—and book counselors, who make their living trading in literary antiquities.

One reason the rare book game is so exciting is that one never knows when or where a "find" will turn up.

In the case of the two Virginia women, a girl college student, eager for "local color," had dropped into their house. The girl saw a pile of old books behind the kitchen stove. The women explained they were starting the morning fire with the books that had been in the attic for years.

The student wasn't a collector, but she had a dollar's worth of the plunger in her. She took one volume to the Library of Congress where it was identified as a rare first edition of Cooper's "The Last of the Mohicans." Another copy of the same edition recently had sold for \$3,200.

Again, a first edition of Edgar Allan Poe's "Tammerlane," found in an attic at Worcester, Mass., brought \$10,000, and was immediately resold at a profit. A Baltimore clerk picked up another copy of this edition in an old book shop and thereby earned more than he ever had received in a year.

It isn't necessary, however, to cultivate rubbish heaps and attics to make money from rare books. A good "property" is an excellent investment and one which has the unusual quality of increasing in

value the longer it lingers in one's hands. During the course of several years, a copy of Sir Phillip Sidney's, "The Countess of Pembroke's Arcadia" jumped from \$4,500 on the first resale to \$7,500, and finally to \$8,250 on the third change of hands.

A Shelley-annotated "Queen Mab," bought for \$6,000, was sold to Jerome Kern soon afterward for \$9,500. At the auction of Kern's possessions three years later, the volume was knocked down for \$68,000. An original edition of "Alice in Wonderland"—or an authentic manuscript—is about worth its weight in uranium.

### Amateurs can specialize

FOR the amateur who isn't interested in profits, or who doesn't care to spend too much money, there also remains an extensive field of operations amply stocked with adventure. Many interesting collections can be built up at little cost, with a bit of perseverance. Early books of North Carolina, Ohio, or the Oregon Territory are offering substantial lures to many private collectors. Collections of fishing and hunting publications have an attraction for some.

While there are recognized yardsticks of value in the commercial rare book markets, the final price often is the product of an emotional situation at an auction or of the personalities involved.

Age itself is not necessarily a

prime element—unless it is so great as to put the book in the Incunabula, or Cradle Book class—or if it happens to be a first edition of some rare group of books, such as the first book printed in Pennsylvania, Massachusetts, or California.

A rare book is judged primarily on a basis of character. It also should be in good condition, although there have been instances where a perfect set of old books was outranked by another, frayed, but enriched with marginal notes written by a famous person. Rareness, however, rates at the top.

Although libraries in most cities now have rare book rooms, the largest public collection in the country is in the Library of Congress. Its nucleus was the Thomas Jefferson library, bought by Congress in 1823.

With the exception of the Vollbehr collection of Bibles, bought with a congressional appropriation, most of the more recently acquired treasures have been donated by private collectors, including Mrs. John Boyd Thacher, Mrs. Clarence Jones (donator of the Henry James collection), Lessing J. Rosenwald, the late Edward S. Harkness, and others.

Among freak specimens in the library's air-cooled, humidity-controlled vaults is the world's smallest book, a quarter of an inch high and an eighth of an inch thick. This book is a copy of "Rose Garden," by Omar, printed as a stunt by a Worcester, Mass., firm. Then there is the world's largest book, an elephantine edition of Audubon's Bird Book, three feet, three inches high and two feet, two and a half inches wide. The height was determined by the stature of the turkey, largest bird portrayed in the life-sized color illustrations.

An incident of the room's practical value was the saving of \$1,000,000 for a midwestern railroad shortly before World War II. At the time, the company was on the point of accepting as a basis for a payment of past-due taxes, the present-day value of a large consignment of equipment of Civil War origin which had escaped taxation.

The company decided to ask the Rare Book room staff to search the government's historical manuscript collection. The lost paper, ferreted out, revealed a value far below the present-day appraisal. The court accepted the document as proof of the value at the time the tax should have been paid.

The paper saved the company \$1,000,000 in taxes.



Books worth thousands: a first Shakespeare folio, a first edition of Pilgrim's Progress, and a rare edition of Alice in Wonderland



# LOST TIME can't be replaced...



...save it with  
**Executone**

ELECTRONIC INTER-COM

Busy days...crowded hours  
...countless demands on  
your time! Let EXECUTONE  
conserve your energy—in-  
crease your capacity to get  
more work done faster!

With EXECUTONE on your desk, you can  
confer with your associates, issue instructions,  
secure information as quickly as the thoughts  
come to you. No receivers...no dials! Just  
press a button—and talk! Instantly, clearly,  
your voice is carried to the person you want  
to reach. His words come back naturally and  
distinctly. It's as easy and personal as an  
across-the-desk conversation.

EXECUTONE reduces inter-office traffic...  
frees your switchboard for important outside  
calls...speeds up production all along the  
line. The coupon below will bring you the  
whole story.

## UNCONDITIONALLY GUARANTEED

Over 90,000 guaranteed installations are  
your assurance of trouble-free performance  
and dependability. EXECUTONE Systems are  
individually engineered to your require-  
ments. Installed and serviced by factory-  
trained specialists in principal cities.

Two stations cost as little as \$61.

Systems with up to 100 stations, are available.

**Executone**

COMMUNICATION & SOUND SYSTEMS

Mail Coupon for Further Information

EXECUTONE, INC. Dept. L-3

415 Lexington Ave., New York 17, N. Y.

Without obligation, please let me have—

☐ New booklet, "How to Solve  
Communication Problems"

☐ A look at EXECUTONE in my office

Name \_\_\_\_\_

Firm \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_

## Are We Getting Dumber?

(Continued from page 38)

standard substitutes or none at all. If this mass desertion is not soon halted and reversed, then American IQ will surely dwindle.

Why the desertion? The answer is simple: school teachers have long felt that they have been held in low pay and low community esteem. So, when the war opened new job opportunities, they left the profession in droves.

No solution of the problem is possible without adequate pay. But to attract talented personnel to the teaching profession, the public must develop a deeper appreciation of the dignity and importance of the training of the young.

In settling the question of increasing or decreasing IQ, we may have implied that intelligence is all that is necessary for social progress. This is assuredly not the case. Thinking, like water, cannot rise above its source. With the best thinking, conclusions can be no better than the assumptions and the information on which they are based.

How good, then, are the *conclusions* of the American people? A remark of the late Raymond Clapper rings the bell here. He said, "Never overestimate the people's knowledge, nor underestimate their intelligence."

### Better information needed

THERE is no doubt that, on many issues, the public is poorly informed. This fact Prof. Hadley Cantril of Princeton University has best shown. He found that, in 1943, only ten per cent of the public could correctly define "reciprocal trade treaties." Only 16 per cent could give a correct definition of a farm subsidy. One farmer thought it was some sort of a cover crop. Only 56 per cent could give a correct definition of "tariff." Seventy-two per cent did not know the method through which treaties are ratified.

Antidemocratic groups who are contemptuous of the common man blur the distinction between intelligence and information, and have sought to use findings like these to ridicule the IQ of the public.

The most recent and emphatic rebuttal to this kind of attack stems from a published interview with the director of the Gallup

poll. Dr. George H. Gallup was asked, "Can the American people be trusted to arrive at decisions as sound and wise as the experts?" He summarized 15 years of polling experience with the flat statement: "They have been as right as the specialists and they have been right earlier."

Gallup offered a host of examples to prove his point. As early as 1938 the population was opposed to our sending scrap iron, oil, or gasoline to Japan. It took the Government two years to catch up with the soundness of this judgment.

Before anyone in the Government suggested conscription, the people favored the draft. The people favored lend-lease and the revision of the neutrality act long before Congress made up its mind.

So, even if people are not loaded with all the detailed facts, with some basic information they can generally size up the situation and come to a sound conclusion.

In discussing IQ it is important not to lose sight of the fact that the great group conflicts that threaten our civilization today are not battles between the bright and the stupid. Every cause seems to have a similar range of IQ's among its advocates. Divisions lie rather in assumptions, in ideologies and in presumed facts.

The past war was not fought between the haves and the have-nots of IQ.

Our leaders, we probably feel, were generally above the average in intelligence. What about the German leaders? It is easy to give in to the human frailty of damning the dissenting as stupid. But the prison psychologist at the Nuremberg trial, G. M. Gilbert, gives us the answer in his "Nuremberg Diary," from which we have culled some revealing figures on IQ's of these Nazi Leaders:

Hjalmar Schacht	143
Herman Goering	138
Karl Doenitz	138
Franz von Papen	134
Joachim von Ribbentrop	129
Wilhelm Keitel	129
Albert Speer	128
Alfred Jodl	127
Alfred Rosenberg	127
Walther Funk	124
Rudolph Hess	120
Ernst Kaltenbrunner	113
Julius Streicher	106

Since average intelligence embraces IQ's of 90 to 110, all the



German leaders except Streicher were above average, some considerably so.

So, to reduce group conflicts and solve the problems of our day, we must not only be concerned with the efficiency with which people operate their mental switchboards, but also with the truth of the assumptions and facts that they plug in. Sound conclusions require both logical thinking and correct premises.

Why do people often think from questionable assumptions and inadequate information? The diagnosis is simple, though the remedy is not. People think from erroneous assumptions because from infancy they are infected by myths, dogmas, and superstitions hanging over from prescientific eras of the past.

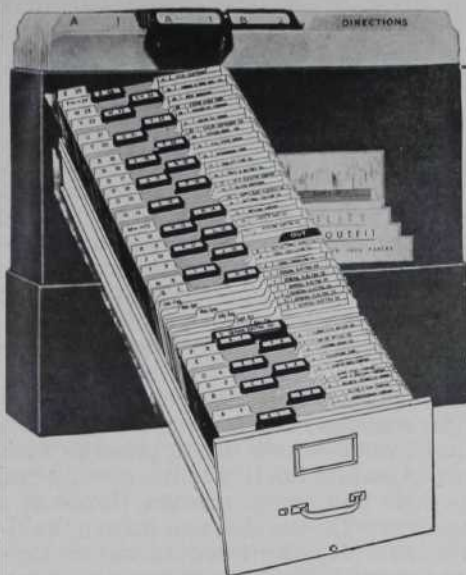
These myths take particularly firm hold when they are drummed in by demagogues—as the Aryan myth of blood. The direction of solutions is to develop a science of human relations that will parallel our technological achievements. Then, in the sphere of public affairs, the reliable authority of scientific method can eventually supplant the dogmatic and corruptible authority of persons and institutions.

### Following personal interests

SO much for misguided assumptions. But why do people fail to become informed when science has already made the facts available? The problem here psychologists like to speak of as one of ego-involvement. The citizen is absorbed in his prize petunias or his doctor bills, but he hasn't yet developed a similar concern over the economic health of Greece. This despite the demonstrable impact the latter has on his life and fortune. What is needed here are adequate techniques of making the socially significant personally important. Psychologists are working on the job.

If we can succeed in getting the people ego-involved in using their intelligence on socially significant problems with scientifically verifiable premises, a new era could dawn.

Men might discover that, beneath those present cleavages that loom so deep, human beings, by virtue of their all being human, have fundamental ends in common. With widespread appreciation of this, it is not too much to hope that we may finally attain an era of real democracy and lasting peace.



## START WITH SKYLINE VISIBILITY

For Maximum  
Filing Efficiency

"Y AND E" DIRECT NAME SYSTEMS  
... provide logical, visual arrangement  
of guides and folders—every caption  
on guides and folders clearly visible—  
no time lost in searching.



Send for folder "Is Your File Really Efficient?" This demonstrates visually all the points of an efficient filing system. We will also gladly send you Office Manual Section 17. It is a complete set of Instructions and Indexing and Filing Rules.

**Yawman and Erbe Mfg. Co.**  
1043 Jay Street Rochester 3, N. Y.  
Foremost for More Than 65 Years



*You can't beat*  
**KENTUCKY**  
*for Industrial Location!*

**L**ocate your plant in Kentucky and be within 500 miles of half the states ... half the nation's population ... half the manufacturing industries and retail stores.

In Kentucky, there is an abundance of competent native labor; supplies and resources are easily accessible; distribution is efficient and economical, and the climate and living conditions are favorable.

Write for a detailed, confidential survey of what Kentucky offers your industry. An individual report will be prepared by our trained industrial staff.

**KENTUCKY**  
CHAMBER OF COMMERCE INC.  
521-N FINCASTLE BLDG.  
LOUISVILLE 2, KENTUCKY

KENTUCKY
KENTUCKY
KENTUCKY
KENTUCKY



## You, Too, Can Be Called "Senator"

(Continued from page 52)

if you want to. You can even be helpful to them.

Covering a legislature is fun but not easy. The thing is so personalized. Reporters often are shunned, brushed away or denied access to facts purely because their papers are fighting the majority or the minority as the case may be. In a typical state legislature a reporter is on his own and, if occasionally he literally listens at a keyhole in a manner quite undignified and unethical, he can't be blamed.

One night a news service man talked me into pulling a Hawkshaw at a highly secret, highly guarded caucus of the House majority. We were both in bad with the majority leadership at the moment. Our "pipelines" had been deserting the caucus, too, and that made it tougher. All that was up for consideration was impeachment of the governor—just a little matter like that.

### Eavesdropping on caucus

THAT day, this enterprising colleague had fumbled through the bowels of the big hotel where everything went on, and had discovered a thin, wallboard door between the caucus room and the boiler room. It was nailed shut, he said, but awfully thin. He was convinced that, if we stood beside the boilers, we'd have practically front row seats at the performance behind the door. So we sneaked down there and stood with the sweat pouring off us like marbles. It was approximately 27 degrees below zero outside. Inside we were slowly stewing to death.

Suddenly the door we thought was nailed shut flew open in our faces. I whirled around and legged it for a flight of stairs—the wrong stairs. I wound up in the hotel kitchen, surrounded by chefs, cooks, salad choppers and dishwashers. The dining room door was closed for the night. To get back to the hotel, dripping wet as I was, without coat or hat, I had to leave through the kitchen employees' entrance and run two blocks to the main entrance. That cured me of such foolish practices.

And the people you'll meet—

The characters I've met among state legislators who pleasantly clutter my memory—

There was the law graduate who had never practiced; a distin-

guished son of a distinguished family, socially and otherwise, who preferred to be a potato farmer and had more potatoes than all Ireland at its best—and who preferred to dress for all occasions in high laced boots, flannel shirt and tan mackinaw.

There was the ex-bootlegger and slot machine princeling whose colleagues held their noses. Three sessions later he was the majority leader—sheer merit, plus the most absolute fidelity to his given word. He had come into the House in a surprise election as a known "radical." It was hinted he was a Communist. He made little secret of his dislike for the free enterprise system. Before he died a few years later, he had learned and admitted that business men were not addicted to dining on the children of the poor, and he had become a popular speaker at chambers of commerce and service clubs in the "big cities" of the state where he had once sworn no good people ever lived.

There was the pious-looking little character who hadn't made a speech in three sessions. One day he rose and addressed the House passionately on what he called the "sawdust trust." It seemed that butchers and gentlemen in the ice business were being held up on sawdust prices. A startled assembly listened to this remarkable harangue for 15 minutes, at which

point the honorable member pitched forward on his face. An examination revealed him to be as highly intoxicated as a man can be and still survive.

There was the hot-headed young majority whip who broke all rules of courtesy one day by advising the minority leader to "sit down and shut up. We've got the power, and we're going to use it." Three years later they campaigned for the same ticket.

There was a speaker of the House who so despised the legal profession he swore he'd not name a single lawyer on the House judiciary committee. So he picked out a batch of farmers, a haberdasher or two, a salesman and a clergyman. Was it his fault that the clergyman turned out to have practiced law successfully and extensively before donning the cloth?

### Parliamentary complications

THERE was the absolute dim-wit who couldn't follow parliamentary procedure and for whose benefit the majority leader worked out a set of signals. If the leader arose and turned to the right, Mr. Dim Wit was supposed to vote aye; to the left, nay. One day Mr. D. W. confided his problem to me. They were good signals, he said, but he was still confused.

"Does the leader mean to hit his right or my right?" he asked.

There was the lobbyist friend of everybody who had a working knowledge of more than a dozen languages, alive and dead, and used to take his notes in Sanskrit.

I don't know why the life of state legislatures hasn't been fictionized more often. The taboo, maybe, which seems to forbid mentioning the names of political parties in fiction stories. But they've got everything that fiction takes. Breathless excitement; high tension; life under pressure and a fight against time. Sudden friendships made—and kept for always. Violent hates and prejudices but, above all, one thing: No man ever lasted long in a state legislature or accomplished much unless he kept his word to friend and foe alike. True in all politics, of course, but especially so in state assemblies.

Faults they've got and faults they'll have. Party bosses pop up now and then and for a while at least dominate the show. For all that, the state legislature is a splendid shrine to renew one's faith in democracy, in government by representatives of the people, freely elected and governing themselves by rule of the majority.



Sumner Keller



## They Don't Wear Tails and Horns

(Continued from page 45)

Congress was to act intelligently. The portal-to-portal claims had a widely differing impact on such industries as mining, lumber and shipbuilding.

In such tremendous economic clashes, the 531 members of Congress, representing every phase of American endeavor, act as an arbiter.

The value of the Washington lobbyist in these matters is not that he may have wined and dined congressmen and obligated them to him, but that he has made a close study of Congress, knows its workings. He knows what argument should be made to a particular member and, quite likely, who should make it to him. The real campaigning or lobbying comes from the member's home district.

No single lobbyist in Washington, in these modern times, is powerful enough in himself to put through

the assignments to those committees which handle measures affecting his industry. And he will most certainly protest to the House and Senate leaders when a prejudiced member is appointed because, while the member may not have influence at first, he may rise to the chairmanship through the seniority rule.

Lobbying perhaps could not have been so easily justified in other years when our national life was less complicated. But it has become highly organized now, what with the national Government reaching out into every nook and cranny of the land. Lobbyists thus have become an important part of government.

### Officials lobby, too

AND, along with the growth of the registered lobbyist has come another variety in increasing number—the government lobbyist. Members of this group will deny heatedly that their activities fall in a class with the registered brethren, but it is a fact. The group includes government officials who fight all economies, other officials who oppose the transfer of any of their units to another agency, and those who put on the pressure for an administration measure.

It will be recalled that the State Department was most vigorous in opposing the proposed curtailment of its Voice of America overseas broadcasts. The Interior Department raised a loud squawk when some of its reclamation projects were in danger of getting the economy ax, and the Treasury sang the blues when its proposed budget was threatened with pruning, saying that the customs service would suffer and that smugglers would run wild along the Canadian border.

Kefauver and Levin deplore in their book the practice of lobbyists getting up parties of congressmen to attend the trial run of a new steamship or the opening of a plant. Industry spends millions of dollars for a new ship or a new plant, as well as for good will, and there is no doubt that they want the good will of Congress.

And, while there are lobbyists who keep a list of feminine telephone numbers, they say the list is for the entertainment of visiting clients—not for congressmen.



## SO YOU THINK YOU'RE INSURED...

"Janitor and \$3000 vanish from Akron store. Owner has fidelity bond but not blanket form. He thought he was insured. His loss—\$3000."

### Don't Take a Loss

29 different "gaps" in coverage can cost you money! Don't risk a loss by thinking you're fully insured. Know you have full insurance protection. Be safe, not sorry.

See your AMICO agent for all casualty, property insurance and bonds. AMICO is a strong legal reserve company paying dividends to policyholders.

### FREE

Write for AMICO'S valuable new booklet, "29 Gaps in Your Bridge to Security." today. It may save you money!



AMERICAN MOTORISTS INSURANCE COMPANY  
4744 Sheridan Road  
Chicago 40, Illinois  
Please mail me my FREE copy of "29 Gaps" in Your Bridge to Security."

Name .....

Address .....

City.....Zone.....State.....

# AMICO

Division of Kemper Insurance



or to check any legislation. There are some who would like to give the impression that they can. This type, however, doesn't last long; neither do those who brag indiscreetly about their friends in high places.

The seasoned business lobbyist keeps a tab on the voting records of members and advises his clients on their attitude toward business. He will urge his clients to get behind a member who has been friendly and who may be having a hard fight for reelection. Occasionally he may go into a member's district in campaign time to work for or against him. This is not done too frequently, because if the opponent finds it out, he can raise the cry of outside interests trying to tell his people how to vote.

This alert lobbyist also watches



## Revolution Hits the Barnyard

(Continued from page 49)

heating unit that will permit farrowing without heavy loss of pigs due to cold killing them. This nursery also will have an escape chamber for young pigs that otherwise might be crushed by having the sow lie down on them.

Buildings will become more flexible, too, thus lending themselves more readily to changing conditions.

Elmer F. Clark, sales engineer for the Butler Manufacturing Company, cites the case of a farmer who has been raising poultry in a sectional type of steel building 70 feet long. He wants to raise fewer poultry, shift to hogs. So he buys two more ends, divides the building and starts raising hogs in the newer section. He will be much better off than a neighbor who is using old horse stalls in a two-story barn for hog farrowing.

### Better houses, too

FARM homes won't be left untouched by this coming revolution. Many are in need of modernization. The census of agriculture taken in 1940 showed fewer than 20 per cent of rural farm homes had running water, others lacked bathroom and indoor toilet facilities. For those who own farms but don't work them, improved living conditions will lead to more satisfied tenants.

There is room for improvement in the location of farm buildings and in their interior arrangements. On many farms, buildings have been erected here or there as the need arose, with no thought of efficiency. A number of time and motion studies made recently by agricultural engineers showed that better location and arrangement of buildings could mean a large saving in time and money. For example, Purdue University applied the results of time and motion studies made on Indiana farms to hog house design. It was revealed that it took a labor expenditure of only 1.7 man-hours to raise a 225 pound hog, while the average Indiana farmer worked five to seven hours to make marketable a fair-sized hog.

One suggested improvement was to put all farm work buildings under one roof. This plan was advanced by Frank Reynolds, in charge of agricultural extension work for Carnegie Illinois Steel Corporation. The latter concern and the University of Wisconsin's College of Agriculture are cooperating on a project to determine the merits of various types of farm structures. Advocates of a single unit point out that time now wasted walking between buildings would be saved, and that such a structure would be cheaper to build.

The cost issue is a prime factor

to farmers today because lumber prices have risen to where steel and aluminum are able to compete. Wide publicity given the quonset hut during the war is helping to sell steel to farmers. Many quonset huts are being used to house livestock and for the storage of machinery and crops, and as general utility buildings.

### More roofs of aluminum

ALUMINUM'S largest use on farms is for roofing. An aluminum roof costs slightly more than steel, but lasts longer and has the advantage of deflecting heat. A mail order house in Chicago that sells such roofing says it makes buildings as much as 15 per cent cooler on hot summer days.

There are going to be changes, too, in farm building construction methods. The farm market is ideal for prefabricated houses, barns and other buildings. Identical buildings, often frowned on by city dwellers, are accepted in rural areas where farms are so far from each other that it makes no difference. When it comes to structures other than a farmer's home, the main consideration is a design that will permit the most work for the least money.

The farm also is a fertile field for the prefab from a labor point of view. Prior to the war, if a farmer wanted a little building done he went into the nearest town and hired the local carpenter. High factory wages in the city during the war and even higher building pay now in urban areas have



Steel barns on Republic Steel's farm near Paris, Ky. This is a new trend in construction



drawn off many of these carpenters. Thus a small house that can be put up by the farmer himself, or a larger one that some firm will erect for him, is going to be received warmly.

There are approximately 75 firms making prefabricated farm buildings. The price ranges from a few dollars for a single unit up to \$20,000 for metal barns.

Among those selling prefabs are lumber yards, cooperatives and mail order houses. Sears, Roebuck & Company offers smaller buildings for poultry, hogs and general purposes. The buildings come in packages, each part stenciled to show where it belongs in the structure. The sections are bolted together.

### Research for better buildings

WHILE much has been learned about farm building in the last few years, research promises many new things for early marketing. Building material firms, agricultural schools and the Government are all participating in this accelerated research on farm structures.

At one extreme is the new government-sponsored experiment at Columbia, Mo., where there's a two-chamber cow barn. One half is air conditioned, the other like an ordinary barn. By varying temperature, humidity, light and other conditions and comparing the milk output of the two groups of cows, researchers hope to learn the worth of new methods of insulation, ventilation and other related factors. At the other extreme are projects such as the one Republic Steel Corporation has on its 500 acre field laboratory near Paris, Ky., where it is testing steel in buildings typical of those found on ordinary farms.

There are strong reasons to believe that many new developments in farm building will be put to early use. Increased farm in-

come is expected to stimulate such action. Agricultural income has been going up for several years, and farm mortgage debt is reported at the lowest point in many years. Country savings banks report high deposits.

It must not be overlooked, however, that farm wages also have gone up, and that this factor may cause some farmers to expand or rebuild more slowly than others.

Twenty years ago a hired man could be had for \$50 a month. Today, the same type of worker may cost \$200 per month. So there's a premium on doing things to whittle down farm man-hours.

Wallace Ashby, in charge of the Department of Agriculture's division of farm structures, estimates 7,000,000,000 man-hours of work are now required in and around farm buildings, or about one third of all farm labor requirements. "Much of this work," he says, "could be eliminated with proper design of buildings and farmsteads. Certainly it should be possible to save 1,000,000,000 man-hours of this time each year."

### Big market for buildings

ON THE basis of need alone, farm building could total \$2,000,000,000 a year for ten years. It isn't expected to reach that high, but the Producers' Council, the national organization of building material makers, believes the next few years will bring the strongest market for farm building products that this country has ever known.

Farmers spent \$450,000,000 annually for new buildings and for maintaining and modernizing old structures in the five years prior to the last war. They spent about \$750,000,000 in 1946. Frank Piovia, economist and market analyst for the Producers' Council, estimates the total will reach \$1,000,000,000 this year. In 1949-51, he predicts it will top \$1,250,000,000 annually, almost triple the prewar sum.

SIX HOURS of pipe-smoking Heaven—  
for only 25¢  
That's putting it **MILDLY!**



Zounds! WIVES I changeth often,  
but NOT my tobacco! It doth smoke  
so smooth, so sweet, so mellow—

## Country Doctor Pipe Mixture

It's the monarch of world's rarest,  
and most fragrant  
tobaccos



If your dealer doesn't have it—write Philip Morris &  
Co., Dept. C 24, 119 Fifth Avenue, New York

## Now! Have all the Copies you need...

of important letters, plans,  
documents, pictures, etc.!

Amazing, new, handy office unit—  
the APECO Photoexact—makes them  
quickly, accurately, at low cost!

Imagine the convenience and efficiency of having extra copies whenever you want them: copies of records, reports, charts, contracts, photos, maps, blueprints, clippings, checks, financial data, etc. No "sending out" for photocopies—no costly "doing without!" With APECO in your office, you can copy

**The APECO PHOTOEXACT**  
"Copies Anything!"

PHOTO  
COPIER \$55  
Copies up to  
18" x 22"  
Standard  
accessories,  
additional

Also continuous  
exhibit models for  
prints of any length,  
up to 42" wide.

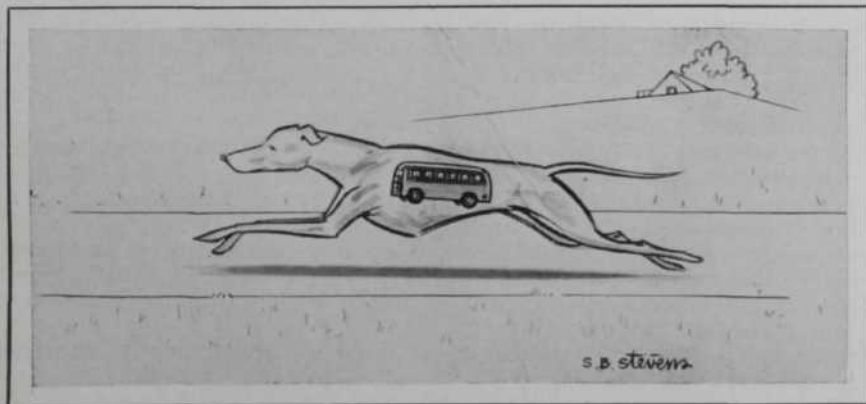
anything written,  
printed, typed, drawn  
or photographed.  
APECO prevents errors,  
because it operates  
photographically; it is  
not a stencil duplicator.  
Requires no technical  
knowledge. A boy or girl  
can make copies quickly  
and easily, for less cost  
than a phone call. Get  
details now, on APECO,  
"America's Most  
Widely Used Photo-  
copy Equipment."

### FREE BOOK! MAIL COUPON NOW!

AMERICAN PHOTOCOPY EQUIPMENT CO.  
2849 N. Clark St., Dept. BR117,  
Chicago 14, Ill.

Send, without obligation, your informative  
20-page illustrated book on Photocopying and  
its savings in time, money and labor.

Name.....  
Company.....  
Title.....  
Address.....  
City & State.....





# The Mop and Pail Go à la Carte

By PAUL D. GREEN

**D**URING one of the hottest days last summer, two husky men sweltered inside William Penn's pants. They were inspecting the interior of the hollow metal statue of the Keystone State's founder high on top of Philadelphia's City Hall. The aged monument long has been a source of worry to a group of citizens who believe it to be a hazard to passers-by. Esthetic values not being at stake, the two iron pants' surveyors recommended a little welding and patching here and there to preserve William Penn for another decade or so.

The perspiring surveyors were not surprised to find themselves in such surroundings. They were members of a family of five—the Fraads, who run the Allied Maintenance Company of New York, and to them strange places are just the normal routine of business. The Fraads consist of Daniel, Sr., the 76-year-old president of the company; and his three sons, William, the personnel director; and Henry and Daniel, Jr., the technical and idea men. The last two were the ones in Penn's metal pantaloons. A fourth son, Lewis, is a pediatrician.

The Allied Maintenance Company is one of the country's largest professional housekeeping firms, but its diversified activities go far afield from ordinary cleaning. The Fraads are prepared to clean anything from a shack to a skyscraper, if it pays. That includes scrubbing acres of stone floors; polishing miles of store counter glass; washing thousands of windows, many at breath-taking heights; steam-blasting building exteriors and a number of other chores such as any housewife does, only on a larger scale.

But Allied also gets into such fields as managing ball parks, acting as agents for Lloyd's of London on matters pertaining to building insurance, conducting surveys on maintenance problems, inventing and manufacturing new working tools, and producing chemicals for various cleaning jobs.

Rather than try to define their activities more clearly, the Fraads prefer to consider themselves in the public relations business.

"Looking after the public's comfort, convenience and safety would seem to be the fundamentals of public relations," one of them explained, "and we've been doing just that since the year of the big blizzard."

Soon after arriving here from Europe in 1888, David Fraad and his 18-year-old son, now Daniel, Sr., landed jobs tending lanterns in the old Pennsylvania Railroad Station in Jersey City. Before long the cleaning and other maintenance work fell to their lot. They made friends fast and, when the new terminal between 32nd and 34th Streets in New York City was finished in 1910, they got the maintenance contract.

As time went on they took on cleaning contracts for a number of Fifth Avenue mansions and summer homes. Eventually banks and department stores were added to their operations.

Allied has given the word "maintenance" a broad interpretation. Their thousands of employees perform a multitude of services in widely scattered fields. For example, besides keeping several large department stores spic and span they also do such things as run the elevators, tend to the plumbing, heating and air conditioning, assist in storeroom work and, in one store, provide a liveried attendant to serve tea to tired women shoppers.

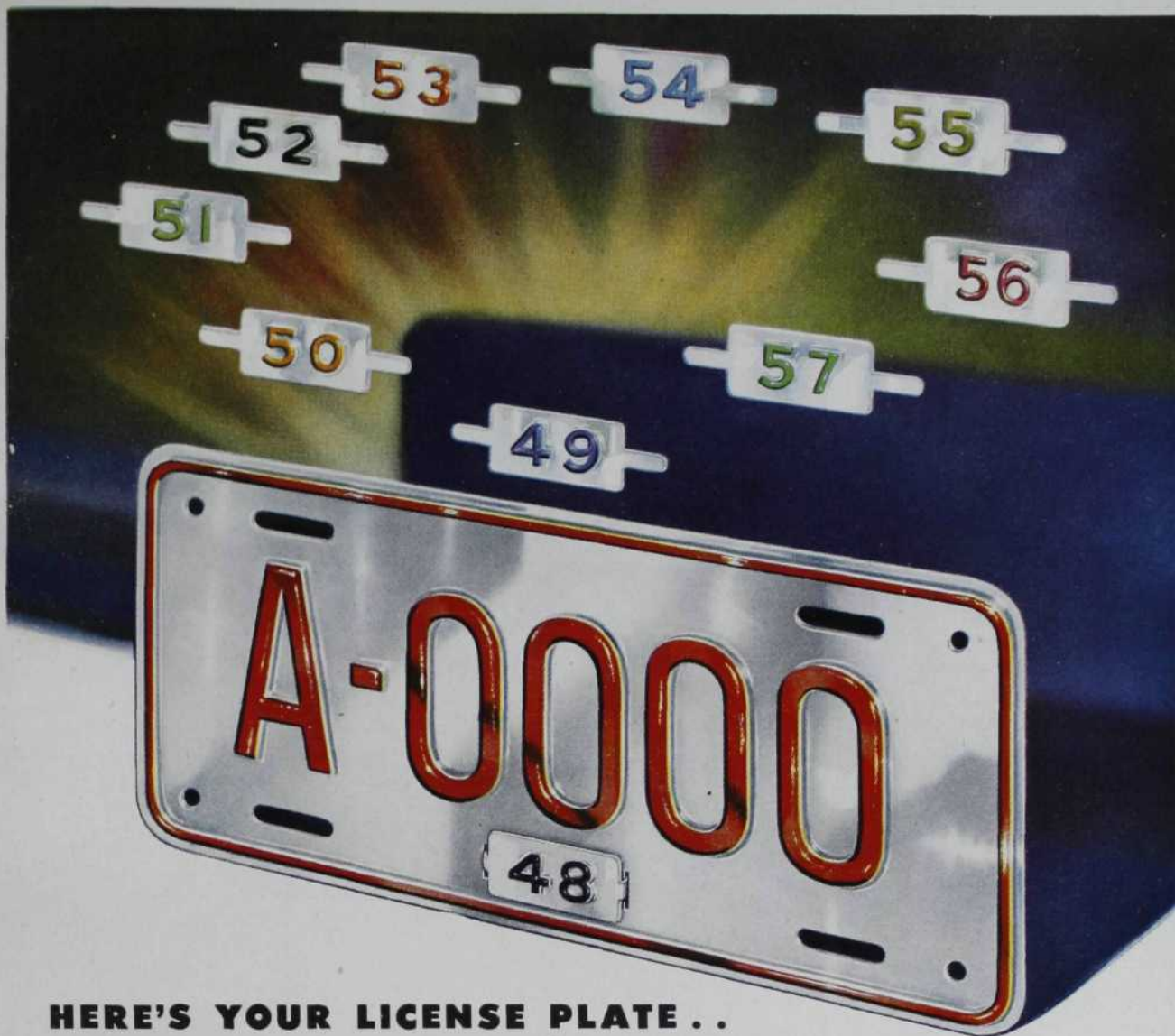
The firm's same sweeping approach to maintenance has been carried out in a number of banks and other institutions, including museums.

Bank work can be interesting. One night, an excited cleaning lady called up her superintendent at the office.

"Come right down to the bank, quick," she said. "I think there's going to be a holdup. I found a box of bullets."

The superintendent hurried down, picking up a policeman on





**HERE'S YOUR LICENSE PLATE . .**

**for the next 5 or 10 years**



Imagine changing license plates only once in 5 to 10 years. No more hard work or scraped knuckles in removing plates. Just clip a little tag on them each year. No new number to memorize.

It's already a fact in some states. In Connecticut, "permanent" license plates issued in 1937 are nearly eleven years old. They are made of aluminum, you see. Can't rust. Painted numerals hold on tight.

Because it saves money, the idea has swept to other states. Although "permanent" license plates may cost the state more than steel to start with, they show a saving the second year. Each succeeding year piles up

more savings on material, handling and shipping costs.

**Lonely Pitcairn Island helped make Aluminum License Plates possible . .** On a spray-swept Pitcairn beach in the far Pacific is one of Alcoa's eleven testing stations where aluminum panels are exposed for studying corrosion and ways of overcoming it. Getting these facts helped Alcoa Research produce the kind of aluminum suitable for your "permanent" aluminum license plates. **ALUMINUM COMPANY OF AMERICA**, 2125 Gulf Bldg., Pittsburgh 19, Penna. Sales offices in 55 principal cities.



**MORE** people want **MORE** aluminum for **MORE** uses than ever

**ALCOA** FIRST IN ALUMINUM







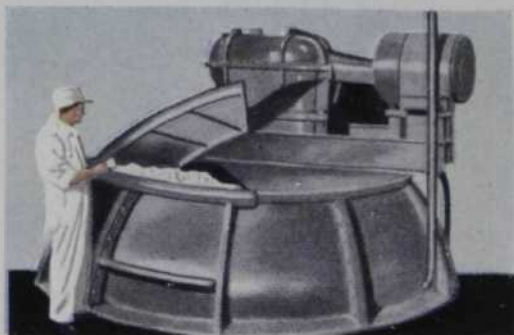
# Test your word knowledge

## of Paper and Printing



### 1. Deep Etching

- ☐ Hand routing
- ☐ Extra mechanical etching of a halftone
- ☐ Stone lithographing process



### 2. Beater

- ☐ Linotype operator
- ☐ Machine for mixing paper stock
- ☐ Tool for compressing type



### 3. Bold Face Type

- ☐ Name of a special display type
- ☐ Type with a conspicuously heavy face
- ☐ Any type larger than 36 point



### 4. Trufect†

- ☐ A patented printing ink
- ☐ A fine coated book paper
- ☐ A stereotype process

## ANSWERS

**1 Deep Etching** is the extra mechanical etching of a halftone. Engravings of many types are printed in testing Levelcoat\* printing papers at Kimberly-Clark's Consumer Acceptance Laboratory. A regular part of Levelcoat quality control.

**2 Beater** is the machine for mixing paper stock—and in making Levelcoat, it's a machine of vital importance. For it is the thorough beating of scientifically apportioned ingredients which makes Levelcoat formation so outstandingly uniform.

**3 Bold Face Type** is a type with a conspicuously heavy face—a "black" type. The bold, deep blacks of type or engraving solids gleam like liquid jet on the smooth, white surface of Levelcoat—a sparkling setting for fine typography.

**4 Trufect** is a fine coated book paper, a distinguished member of the Levelcoat family. Printers prefer Trufect for such qualities as balanced ink affinity and uniform runability. Advertisers like its soft, clean brilliance.

# Levelcoat\*

## PRINTING PAPERS

Levelcoat\* printing papers are made in the following grades: Trufect†, Kimfect†, Multifect† and Rotofect†.

\*TRADEMARK  
†T.M. REG. U.S. PAT. OFF.



**KIMBERLY-CLARK CORPORATION**  
NEENAH, WISCONSIN

1872—SEVENTY-FIVE YEARS OF FINE PAPER MAKING—1947



the way. The agitated woman pointed timidly to the "bullets." Examination revealed them to be rolls of nickels she had mistaken for shotgun shells.

Allied's more prominent clean-up operations of the past, in addition to Pennsylvania Station, include the Statue of Liberty, and pavilions and expositions of the New York World's Fair. Maintenance work at airport terminal buildings is one of their latest undertakings.

### Operating ball parks

THEIR most unusual jobs are the operation of Ebbets Field baseball park in Brooklyn and Yankee Stadium in the Bronx.

When the jobs were taken on, a survey was made to determine repairs brought about by the use of wartime materials due to shortages and general wear and tear. Some of these repairs were made by their own staff, others let out to contractors. In the continuing maintenance, Allied handles plumbing, painting, carpentry, masonry, electrical work, grounds-keeping and cleaning. It operates the scoreboards and night lighting systems, public address hookup and, at Ebbets Field only, also provides the ushers, park police and ticket-takers.

Allied introduced many innovations in the stadium maintenance program, one being a huge nylon sheet used to cover the infield when not in use and to take the place of the old tarpaulin, a fixture at most ball parks. The sheet is considerably lighter and easier to handle. Another service is the "vacuuming" of fields after a rain, using a machine that sucks up puddles of water.

Under Allied's system of maintenance, the old-fashioned charwoman is becoming as extinct as the cigar store Indian. Electric scrubbers, out-sized brooms and specially designed vacuum cleaners with a bewildering assortment of attachments for getting at odd corners and behind radiators are pushing manual operations out of the picture.

Besides having developed improved solvents for window-washing, Allied came up recently with a plastic material which makes glass smudge-proof. This is considered a boon to department stores with expensive "invisible" glass show windows.

Another mechanical creation is the "doodlebug," a vacuum cleaner designed to clean huge carpets on department store floors. The

machine covers a two-foot area and dispatches the dirt back along a hose to a stationary bag.

Sometimes the firm has to improvise with manpower, too. An occasional winter assignment is shoveling snow from Pennsylvania Railroad property. The job sometimes requires as many as 5,000 shovelers. One day in 1945, that number was needed in a hurry. Allied came up with a novel form of labor recruitment. Half-minute "spots" were taken on a number of small radio stations in the area, some of them sandwiched in foreign language programs. The response was prompt.

During the war there was an urgent need for cleaners, and getting manpower was a daily problem. An Allied executive struck up a conversation one day in a Manhattan restaurant with a British sailor whose ship was in port. The latter bemoaned the ill luck that gave him liberty with no money in his pockets. Allied's man got an idea.

"How would you like to make a few extra dollars tonight, cleaning a department store?" he asked the sailor.

"Gor blimey, I sure would," came the prompt reply. "And so would a bunch of my mates."

The Allied man agreed to wait while the English seaman sprinted around the corner. After a few minutes the latter returned with a score of buddies.

While Allied was troubled from time to time by a dearth of cleaners, the firm also has been bothered by an overabundance of other things—among them pigeons. These birds have been a nuisance around Penn Station for years, and various futile methods have been employed to dispose of them. Once, Allied put a \$5 reward on the head of one bold bird that eluded capture for months, until finally managing to get out by himself.

An understandable cleaning problem at Penn Station is chewing gum. Allied's workers remove about three buckets of gum wads dropped daily by some of the half-million people who pass through the terminal. Elbow grease and a good scraper have been found most effective.

And, while Allied prides itself on using efficient cleaning methods, the public never passes up a chance to kibitz a job. Well-meaning persons are eternally offering suggestions. One woman, believing the old adage that cleanliness begins at home, offered to produce a hair tonic to "dress up" one of the firm's mop jockeys.





## Lines Busy—6,200 of Them

(Continued from page 41)

hamlets but even in the big cities.

The battle was on and it was a lively fracas. When independents offered rates below Bell's, the latter retaliated by still lower charges. There were even instances in which Bell gave free service or offered premiums as inducements for telephone installation orders.

It was, however, a productive fight that brought the industry out of its swaddling clothes. In 14 years after the independents started up, 6,000,000 new telephones went into service. By 1915, Bell had

5,300 exchanges, the independents had 16,000; Bell and independents were competing in 1,000 localities, and in about 600 towns independents were competing with each other.

The race might have gone on but then came long distance telephony. Now the public demanded interconnection between companies without regard to ownership, and government agencies stepped in to help get the industry together. Bell companies bought competing independents and, in other instances, independents bought up

Bell companies. Dual service was largely eliminated and the interconnecting system of today was set up, allowing any subscriber to reach any other.

Despite their small size, it is notable that independents were responsible for some of the major developments in telephony. Some 50 years ago, for example, Almon B. Strowger, a Kansas City undertaker, got riled because the operator kept telling customers his line was busy when, he insisted, it wasn't. Strowger took a collar box, a bunch of pins and a pencil and worked out the model for the automatic dial telephone system. A manufacturer for the independent industry—the Automatic Electric Company of Chicago—produced the first equipment. And it was an independent company in La Porte, Ind., that gave the system its first test. Thereafter, beginning at the turn of the century and for 20 years, scores of independents adopted the system before it was officially accepted by Bell.

### Improvements by independents

INDEPENDENTS, too, were first to introduce harmonic automatic ringing, combination bell-in-base handset, and the cradle-type telephone. Indeed, while there is considerable cooperation with Bell on technical developments, a good part of the strength of the independent industry lies in the fact that it has its own development and manufacturing facilities.

If this seems inconsistent with the fact that to date only 33 per cent of telephones in independent systems are dial and many of the remainder are the old crank-'em-up magneto party-line telephones, you must consider the quirks of phone service in rural areas.

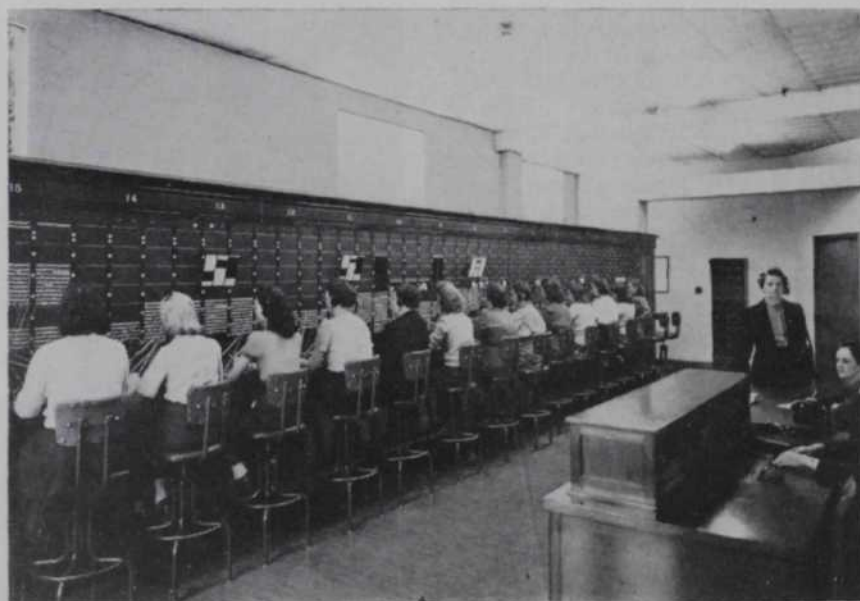
Only a few months ago, one company got complaints from subscribers: their phones didn't ring. A lineman found that a farm woman had knitted herself a cap designed to hold her telephone receiver constantly to her ear so she could listen in on neighbors' talk while she sat and crocheted or peeled potatoes. She hadn't figured that, as long as she kept her receiver off its hook, no other telephone could ring.

Not a few farmers have hurried into town on getting the news that old magneto party-line phones were about to be changed for new ones which, although they might still be party lines, had selective ringing so that only the phone of the individual called was signaled.

"My old woman," they usually



Switchboard of the Carbondale exchange of the Illinois Commercial Telephone Company as it was in 1919 and as it is today





say, "wants me to tell you our phone comes out entirely if you interfere with her social life."

But it looks like a lot that's new is about to pop. Indeed, it would seem that the independents are working up to some revolutionary changes.

For one thing, telephone service has become more important in rural areas. People who never wanted service before want it now. Between 1940 and 1945, U. S. farms decreased 200,000 in number, yet the number having telephones increased by about 300,000.

One reason more farmers want phones is the breakdown of rural isolation. A gradual process over the years, it was markedly heightened by the war.

### Service seems less costly

THERE'S also the relative declining cost of service. It is a comparative decline but none the less real. A couple of dollars a month for service may have looked expensive some years ago but it seems reasonable today.

One revolutionary change centers about the dial system. Dial, of course, isn't new but its increasing feasibility now for more companies—particularly the tiny ones—is.

Take the Farmers Telephone Company at New Haven, Iowa. Until recently, New Haven had 105 magneto stations of 1909 vintage. The company was operating at a loss, the plant was worn out, and power lines put in by the Rural Electrification Administration were making matters even worse by noising up old grounded telephone lines.

The original investment had been \$4,500. To rebuild the plant and convert to dial would take five times that amount. It seemed an inconceivable proposition. Yet, when people in the community were approached, they were willing to go along and pay the cost in increased rates.

The exchange was converted to dial at the end of 1945. Now, New Haven—a little unincorporated town with ten business firms—has the first fully dial-operated independent exchange in northeastern Iowa. Before dial was installed, \$1.75 a month was the highest rate. Now subscribers pay \$3 for business service, \$2.50 for private-line residence service and \$2.25 for two-party residence service.

Already there are 50 per cent more subscribers. Local calling rate per subscriber has tripled, toll business has doubled. Last summer men from other independents in-

spected the New Haven exchange, heard the record, and after reflection, went off with plans boiling.

Plans are boiling all the more for conversion to dial because of a new automatic development. One problem faced by small independents who want to go dial is that, even after local calls are handled automatically, an operator must be maintained for toll calls. In some cases, it's been possible to leave the dial exchange unattended and arrange for automatic switching of toll calls to a nearby exchange of another company which keeps an operator to handle the toll calls of several independents on a fee basis.

But the new development may make this unnecessary. It's called "subscriber toll dialing," was originated by the independents and has been introduced successfully in southern California. The subscriber dials his own toll call, the call is automatically timed and ticketed, the charges computed and the bill sent to the company office with no human action at the exchange.

Other big changes are brewing. A basic problem of many independents is that of coverage. Thousands of rural families live so far away from a population center that running telephone lines from the town's exchange out to individual farms is prohibitively expensive.

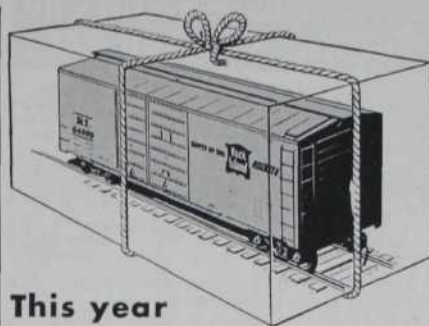
### Phoning by power lines

RECENTLY, however, telephone conversations have been transmitted over power lines. In the experimental stage for a long time, the process is now in practical use. Engineering work has been completed and seven commercial projects in six states are operating. Five Bell companies, two independents, four rural power systems financed by REA and three private power companies are parties to the installations.

Each subscriber, along with a regular telephone instrument, gets a small box full of electronic tubes much like those in a table radio. The tubes produce a high frequency current. This current rides along a power line, hops off at any desired spot, then shoots along a pair of telephone wires that run into the premises of the called party.

Another important development, also to bridge the gap between the exchange and outlying subscribers without putting up miles of telephone line, is radio telephony. Already eight families on isolated ranches around Cheyenne Wells, Colo., are being served.

Each subscriber gets a telephone,



This year

## 23,000 ROCK ISLAND "PACKAGE CARS"

give through-freight speed!

Shippers on Rock Island Lines in 1947 benefit from 13,330 package cars which break bulk at important points on connecting lines. Consignees on Rock Island Lines likewise benefit from 9,722 package cars originating at important points on connecting lines and breaking bulk at Rock Island stations.

These cars pass through junction points without delay or interruption of their schedules and give better protection to contents.

For full information, see your Rock Island traffic representative.



## ROCK ISLAND LINES

The Road of Planned Progress



## PROFITABLE BUSINESS

... and Sun Filled,

Fun Filled Living



Good profits and good living go hand in hand in Valdosta, capital of America's naval stores industry.

Valdosta offers marked opportunities for manufacturers of wood chemicals, paints and varnishes, wood products from soft and hard woods; soaps, light metal, food and tobacco products and sewing industries.

Vast stores of raw materials are available. Eastern, midwestern and southern markets are close and easily accessible by adequate transportation facilities. Labor is plentiful, cooperative, easily taught. Taxes are reasonable, too.

Why not combine good profits with delightful living, superb hunting and fishing, year-round outdoor sports?

Reliable facts and figures supplied confidentially on request outlining your requirements. Write today.

N. C. Smith, Secretary

**Believers in Valdosta**

Chamber of Commerce Bldg., Valdosta, Georgia



## NO PUNCHING NECESSARY WITH File-Rite CATALOG RACK



Instantly racks punched or unpunched catalogs, instruction books, manuals, price lists, telephone books, tariffs—any printed material up to 11 1/2" high. Saves time—easier to keep reference material up to date. Useful in your own organization and for your distributors and dealers. Three sizes available . . . 12", 24" and 32" catalog capacity.

Ask your stationer or write:

**NEWMAC COMPANY**  
419 TENTH STREET • SAN FRANCISCO 3, CALIF.

## STOP THAT THIEF BEFORE HE STEALS!

WITH THE NEW MODEL H55

### Electronic Radio ALARM

**PROTECTS**—Your Home, Factory, Warehouse, Barn, Fur Vault, Jewelry Displays, Filing Cabinets, Safes, Valuable Papers, Detects intrusion, fire, trespassing. Proven effective for over 15 years. Works on a foolproof capacity principle when protected area is approached. Used by Government agencies Service Stations, Offices, Industrial plants, Homes. Can easily be installed by any electrician or radio service man. Write for complete descriptive bulletin DEPT. N B

### EL-TRONICS, Inc.

Lincoln-Liberty Bldg., Broad & Chestnut St.  
PHILADELPHIA 7, PENNA.

Treat Yourself to...

## Sitting Comfort

• For real sitting comfort, plus postural aid to physical fitness... try the new Do/More posture chair for executives. Send for name of dealer, and FREE booklet, "Physical Fitness."

DOMORE CHAIR COMPANY, INC.  
DEPT. 1107, ELKHART, INDIANA



**DO/MORE**  
Seating Service

Preferred by  
EXECUTIVES

SALES CHARTS,  
SCHOOL CHARTS,  
MAPS, DIAGRAMS

### TRIPOD—Collapsible STYLE CHART STANDS

Suitable for any type of business. Regular Style or Chart Stands made to any specification—For complete information and literature, write to

**HOWARD B. MARKS CO.**

209 Loeb Arcade, Minneapolis 2, Minn.

### CUT YOUR OWN STENCILS

**FOR MARKING SHIPMENTS**—Machines cut 1/2", 3/4", 1". For Free Handbook, sample stencils, prices, pin this to business letterhead with your name.

MARSH  
STENCIL  
MACHINE CO.

**MARSH**

72 MARSH BLDG., BELLEVILLE, ILL., U.S.A.

### Old News Items Indexed and Today's News Briefed!

Now you can find any important current news item and those of the past 7 years in seconds! With this unique weekly news digest and its cumulative cross-index you can locate instantly every name, date, figure, act or quote. Authoritative, unbiased, complete. Nothing else like this in the U.S. Send for descriptive FREE booklet today. **FACTS ON FILE** • Dept. 31-11, 516 Fifth Ave., New York 18, N. Y.

a radio receiver and transmitter, and two antennae. The radio-telephone works like any party-line.

The installation was made by Bell but technical observers were along from the independents. Bell is licensing apparatus manufacturers to make the equipment for the independent industry.

Such are the tools likely to mean much change in rural telephone service. They may bring with them some changes in the industry set-up as well because they present a problem of capital.

### Plants are modernizing

ONE independent company at the end of the war figured it would spend \$400,000 over the next five years for plant modernization and enlargement. Today it has revised its figures upward to \$3,000,000. That company, along with many others, is sound and can obtain readily the needed capital.

But raising money will be a problem for some and there are those who foresee that, in the next ten years, a number of the smallest and most antiquated companies will have to merge or be taken over by larger independents.

In any case, better telephone service is bound to come. It's important. Recently a Cheyenne Wells rancher got a throat infection and nearly died. As his wife reports, if this had happened before the radiotelephone had made possible service to their isolated location, she would have had no choice but to put him in a car, race to the doctor in town miles away. With the radiotelephone, she called the doctor, got instructions, relieved her husband.

But the improvement in rural service has other implications. It will be a factor to a growing number of business men who are decentralizing their enterprises. Recently, General Electric announced that, in 18 months, its plants went from 36 in 29 cities to 93, with most of the new ones built in small towns.

Other companies such as du Pont, U. S. Rubber, Aluminum Company, Philco are also decentralizing. There's a trend, too, for smaller companies now located in cities to move their one-unit enterprises into the country, and many new companies are starting up in rural areas. A recent Indiana survey showed that, of 248 new manufacturing plants set up in the state since V-J Day, 76 per cent located in cities and towns with less than 100,000 population and 56 per cent

set up in communities of less than 25,000.

These potentialities may explain why young men are still going into the independent telephone business. "The independent telephone industry," says H. V. Bozell, president of General Telephone Corporation, "is going to do a lot more growing and so, along with it, are a lot of bright young men."

Independent telephone men like to talk about B. L. Fisher as an example of where a young man can go in the industry. Fisher, now 68, was a schoolteacher in Franklin County, Va., when he was 19. While teaching, he bought a country store, Rocky Mount, the county seat, had no telephone service so the business men got together and arranged to have a plant built. Fisher, as a sideline, undertook to keep the lines out his way in repair at 15 cents an hour.

He took a three-year telephone engineering correspondence course and finished it in six months. With a mechanical leaning and business sense, it wasn't long before he improved and extended service, bought the telephone plant and then set out to acquire and modernize neighboring exchanges.

Fisher built up his original property of 35 lines into ten exchanges with 4,898 stations and gross revenues of \$307,327. All of his telephones are dial-operated and have been for some time. Now his company has been one of the first to go in for toll dialing.

"The opportunities for the individual today," says Clyde Bailey, executive vice president of the U. S. Independent Telephone Association, "are just as great as when Fisher began his career."

### Opportunity in telephones

NO less enthusiastic is R. A. Lumpkin, president of the Association, and president of his own independent company with more than 30,000 subscribers. "We haven't yet scratched the surface of telephone possibilities," Lumpkin says. "Independents are going to serve more people. And they're going to serve them in more ways. There will be new revenue-producing services. And there is likely to be a new concept of the telephone in the home: not just one phone per residence but a phone in every room."

Even without waiting for the new concept, some revolutionary changes are slated in the industry. They may have significance for your business. Indeed, they may make you want to get into the telephone business yourself.





The Old West relives again in tiny figurines blazed out of metal

## The Blow Torch Ace

TEN years ago, Floyd F. Nichols was a repairman and welder in a garage and farm tool shop at David City, Neb. Then he began doing things with an acetylene torch—mostly making tiny statues and figurines depicting the Old West, only Floyd was doing them differently. His torch was building the small figures drop by drop, even to the finest detail.



F. F. Nichols

Soon tourists and travelers who dropped in to have their cars repaired began to notice Nichols' extraordinary workmanship, asked to buy some. Nichols, a modest midwesterner, didn't have any idea what his art was worth; he had only been making the objects in his spare time as a hobby.

One day an elderly man and his chauffeur drove up to the shop for a grease job. The man got out to stretch his legs while the chauffeur drove the car over to the grease rack. Walking around the shop, the man noticed a three-inch-high, four-horse stagecoach and cowboy shooting at pursuing Indians, mounted on a common metal base. Almost instantly his legs took on a new nimbleness and he rushed back to Nichols, who was working on his car.

"Young man," he began, "where did you get that stagecoach?"

"I sculptured it, sir," Nichols replied casually.

"Will you sell it? I'll give you \$1,000 for it." Before Nichols had a chance to frame a reply, the man

peeled off ten \$100 bills.

Nichols was still scratching his head in bewilderment long after the customer had driven away. He hadn't realized that the acetylene torch that had been forging these tiny figurines was also forging a new kind of freedom for him.

Instead of doing his sculpturing in spare time, his newly earned \$1,000 made it possible for him to convert his hobby into a full-time job.

Floyd F. Nichols is the only sculptor of record who uses a torch to turn out a work of art. The job is slow and painstaking because he uses several different kinds of metal for color effect. Nothing is missing in detail from a figure, from the cloven hoof of a roped steer to droppings on the prairie.

There apparently is nothing Nichols cannot sculpture just by looking at a photograph or painting. Often he pictures an object in his mind, then goes to work with his torch. He uses no wire or framework, just the torch and a pair of goggles and a welder's rod.

In his re-creation of the Old West, Nichols has added a third dimension through his skill at blending metals.

His art sells for from \$50 to \$1,500, and his clientele reads like pages from "Who's Who." With all his new success, Nichols remains a modest midwesterner, even though his old torch is blazing his way to undreamed of fame and fortune.

—PEARL P. PUCKETT



FOR YOUR

## Ski Vacation!

Plan now for your vacation in the clear mountain air and health giving sunshine of Québec's mountain districts. You will enjoy the old fashion hospitality of Québec's comfortable, modern inns and hotels. For help in planning your trip, write PROVINCE OF QUÉBEC TOURIST BUREAU, QUÉBEC CITY, CANADA.

Write the Provincial Publicity Bureau, Parliament Bldgs., Québec City, for information concerning the unsurpassed opportunities in our province.

LA PROVINCE DE  
**Québec**

*before  
you buy*

any dictating  
machines get all the facts  
on SoundScriber

Because:

1. SoundScriber is the ONLY time-proven electronic disc dictation machine.
2. SoundScriber results—greater savings of time, effort and money — have been PROVED in use by tens of thousands of business and professional men. You, too, want these savings. Mail the coupon today!



**SOUNDSCRIBER**

Trade Mark

ELECTRONIC RECORDING EQUIPMENT

The SOUNDSCRIBER CORPORATION, Dept. NB-11, New Haven 4, Conn.  
Please send case histories on SoundScribers in operation.

Name \_\_\_\_\_  
Company \_\_\_\_\_  
Street \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_



## Sorry, You Can't Park There

(Continued from page 64)

automobile parking problem" says the American Road Builders Association's traffic committee. "There is a continuous demand for more police-controlled 'loading' or 'no parking' zones in front of stores."

Minneapolis, for one, can appreciate this. It recently had to remove more than 200 money-making parking meters in its central business district to provide more truck loading and unloading space.

Now take the trucks and all the other parking problem factors and top them off with one more—the ticket fixer. Hundreds get away with ticket fixing daily, though more cities are trying to stop them with better police court bookkeeping and other methods.

Occasionally, it should be said, the driver who gets a traffic court invitation has a legitimate com-

One argument holds that pedestrians are less likely to get hurt when walking out from between angle-parked cars, because they have a line of vision toward oncoming traffic. The other side contends that angle-parked autos are more likely than parallel-parked cars to cause accidents while un-parking, because they have to back farther into the street.

Advocates of parallel parking also contend that angle-parked cars interfere too much with moving traffic when they leave. Champions of angle-parking concede this but insist that their way permits more cars to be parked in limited curb space.

Some smaller cities and towns, where the breadth of Main Street permits, can duck the issue by having center-of-the-street parking.

Most communities reached the

utilities revenues on filled ground bordering the Des Moines River. Ottumwa business men bless it.

Those in most other cities envy it. They've had to be content with various substitutes, the most popular of which are open parking lots. An AAA study showed that, in 72 cities, 58 per cent of the parking space was in open lots, which did 78 per cent of the parking business.

Small, privately operated lots aren't completely satisfactory because their tenure is uncertain. Use of downtown property as a parking lot is a low-paying investment for its owner and he usually will put it into more profitable use as soon as possible. More and more merchant groups or municipalities are buying or obtaining long-term leases on parking lot space.

Where parking lot space is available only on "fringe" areas of business districts, merchants, city governments or transit companies—or combinations of these—have tried shuttle bus service. This has succeeded in many cities, including Cleveland, Denver, Atlanta, Detroit and Washington.

Both large and small cities have used free parking lots to help lick the problem. Kansas City, Kan., for instance, has six strategically located downtown lots, supported 80 per cent by the business establishments which benefit directly from them. And Hickory, N. C., with a population of 13,487, found that a municipal lot boosted merchants' business.

After a large drugstore chain inspected Kalamazoo, Mich., and decided not to locate a store there because of the parking situation, the city and its business men took action. Result: a 400 car lot which, among other things, encouraged a department store to abandon plans for a suburban branch and enlarge its downtown location instead.

### Stores can draw auto trade

FREQUENTLY groups of storekeepers have established cooperatively operated block-interior parking lots. In some of these cases the stores have display windows and entrances facing the back-door parking areas and find they draw as much or more business than front doors and windows. Having been pronounced economically sound, the block-interior lot is becoming increasingly popular.

Most fortunate, of course, are those stores that have garages attached or have them on lots nearby. Downtown Philadelphia managed to block its westward decentralization when it replaced old



plaint. In some places parking signs are too few or too complicated to be understood readily. But the fact remains that a great deal of illegal parking continues.

The nation's parking problem also costs lives. In 1945, for instance, eight per cent of the pedestrians killed and ten per cent of those injured walked from behind parked cars.

Discussion of such accidents often renews the controversy over whether angle or parallel parking is the more desirable.

conclusion that curb parking alone won't solve the problem. They believe the answer lies in off-street parking—on, beneath or above the ground.

The big problem is to find the space. Merchants know that a woman whose feet hurt from touring store aisles is unhappy when she has to walk several blocks to her parked car.

The ideal solution is in Ottumwa, Ia.; population: 31,570. One block from the business district is a 1,000 car lot, built with one year's city



Piano Row with modern Girard Center, which includes parking space for 625 cars. Baltimore's plans for replacing its old midtown Lexington Market with a new one costing \$2,000,000 call for parking facilities for 800 cars.

San Francisco is the most notable example of a city that went underground to find more parking space. Built with the aid of an \$850,000 Reconstruction Finance Corporation loan, its municipal garage under Union Square can park 1,700 cars.

Detroit contemplates building a 1,000 car garage under broad Washington Boulevard. And New York City's \$25,000,000 proposal for licking the parking puzzle calls for three underground garages. Cleveland has a large one under Public Square.

As for garages alone, the open-sided ones are becoming much more popular than those completely enclosed, because they cost roughly only one-third as much per car to build.

Where garages and other types of parking facilities are discussed, the argument over public vs. private ownership usually is heard. Private enterprise contends that business men are not eager to invest money when there is the threat of the city entering the parking business in competition with them. This threat, it is argued, has retarded construction of more privately operated parking facilities in many cities.

Public ownership advocates argue that private enterprise has

not and will not provide enough parking facilities—because of uncertain profit prospects—so cities must do the job. Besides, they add, parking has reached the public utility stage and, moreover, can make money for cities.

Some cities, such as Chicago, appear to have partly side-stepped this controversy by having publicly built parking facilities operated by private management.

### Encouraging places to park

ONE proposal for increasing the number of privately owned facilities is for cities to encourage them with tax rebates or lower assessments. A supporting argument is that parking is a service benefiting the whole community. However, transit companies, whose business generally improves as the parking problem becomes worse, oppose this idea.

Other cities, meanwhile, are trying still another remedy—zoning regulations requiring new construction to include parking facilities. A Miami ordinance, for example, requires future auditoriums, theaters and churches to provide one parking space for each ten seats. New stores will have to provide off-street parking and loading platforms.

Like an anxious father confronted suddenly with the actions of a neglected child who has become a family menace, cities are willing to spend money and do anything else they can to correct the parking problem.

## Annual Report in Reverse



Cartoons made the story plain

THOUGH most annual corporate reports are directed primarily to stockholders and investors, a recent report of the American Type Founders of Elizabeth, N. J., is an exception. It was written for the "men and women of ATF."

Not only is this report for employees, it is in large part by them. Employees in the several plants were polled as to what they wanted to know about the company. From questions and suggestions received, the publication was compiled.

Except for a spread on "what we took in and how it was spent during the year," the report is in the form of cartoons showing such things as company aims; products and organization of the firm and subsidiaries; obligations to employees, customers and stockholders; and how a dollar was spent.



### DeLuxe WHITE FRUIT CAKE

This Christmas, remember your employees, business associates and friends with the tastiest of all gifts... a rich, full-flavored, delicious DELUXE White FRUIT CAKE! For more than 30 years, DELUXE White FRUIT CAKES have solved the gift problem for businessmen and individuals who appreciate a distinctively different, yet inexpensive, way to say "Merry Christmas."

#### WRITE FOR PRICES TODAY

Send us your list today for delivery before Christmas. Give name, address, and approximate date of delivery desired. Gift cards enclosed with each shipment. Please specify signature you wish on gift card to be enclosed in each shipment. DELUXE White FRUIT CAKES mailed anywhere in the United States at NO extra cost. Send us your order now.

**COLLIN**  
STREET Bakery  
CORSCANA, TEXAS

### Maryland Owned Maryland Operated

In every way, it's Maryland's Own Hotel. 700 rooms—tub, shower and radio; excellent food; central location. Convenient garage facilities.

**The LORD BALTIMORE**  
BALTIMORE 3, MARYLAND



### CURMANCO LETTER RACK

Saves time. Clears your desk for action. A place for every paper. Neatened in every desk.

5-Tray, letter size, \$6.50 F. O. B. Olive Green Art Steel. Send your order today.

CURRIER MANUFACTURING CO.  
ST. PAUL 8, MINN.



### GIFT

Send Redblush Grapefruit, the NEW, delicious red-meat fruit. Ideal gift for your friends, customers and employees. Write today for FREE BOOKLET.

**Grande Fruit Co.**  
Dept. N La Feria, Texas



## We Can't Afford a Depression

(Continued from page 35)

members of 1921 to 15,000,000 aggressive supporters whose power in determining the terms of the labor contract has been multiplied many-fold by laws which were unknown 25 years ago.

### Limiting flexibility

THESE new policies relating to farm prices and to labor are not to be condemned because they introduce into our economic system rigidities in production costs which limit its flexibility and thereby impede the process whereby we once recovered from depression. That process is doomed in any event. The American people will never again tolerate the hardships which a serious depression entails. These policies are a part of a slowly evolving program in which we grope for the secret of using sustained purchasing power to counteract deflationary forces before they draw us into real depression.

We do not yet know whether we are on the right road. If we are, a business recession at this time would be curbed before doing much damage. The point is that it would not be curbed and recovery would not be induced by the process of adjustment of production costs which took place in 1921.

Another important price-area in which much price rigidity has developed since World War I is in the administered-price industries.

Here the effect in delaying the old process of business adjustment is greatly aggravated because production policies are also involved. Even in the business journals which once vigorously challenged this description of the changing structure of American industry, the concept of administered prices has become so familiar a subject of discussion that it would appear unnecessary now to argue whether this kind of limited competition really exists. But, to make clear the relation of administered-price industries to the elasticity of business, it is appropriate to describe it with some particularity.

The original theories of the operations of a competitive economy contemplated a business world in which there were many producers, no one of whom controlled so large a volume of the output that the market price would be much affected by his own decision about his own volume of production. Under these circumstances, the economist said, each competitor would try to enlarge his profits by increasing his production.

This description of a competitive business has been true of agriculture to this time. No farmer can sustain a falling market by reducing his own crops; indeed, the lower his prices fall, the more he must try to produce so long as he has the means. Unless the Government intervenes to induce concerted limitation of agricultural

production, the normal working of competitive forces may drive prices far below the cost of production which, in the case of the individual farmer, is the cost of living.

But there is an expanding area of industry in which competition does not operate in this way. When a manufacturer produces a large share of a given commodity, his decision about the volume of his production has an important effect on market price. A producer who turns out one per cent of the total supply of an article and who increases or decreases his output by 50 per cent, changes the volume of goods too little to require him to worry lest his added production bring a price reduction. Neither may he hope that he can sustain a falling market if he contracts his operations.

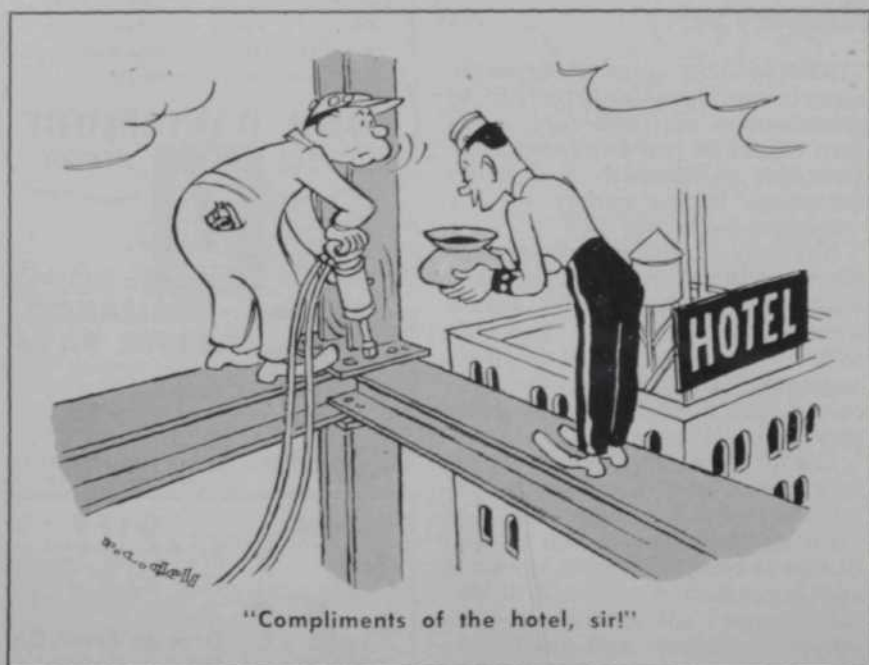
### Supply to fit market

THAT is not true of the producer who does 25 per cent of the business. Even for him, the market makes the price at which he sells, because he can make no one buy. But he knows that, if the market is in reasonable balance (which it is not in many commodities today), his decision to increase his output by, say, ten per cent would enlarge the total supply enough to cause a price decline.

More important is the fact that he also knows that, when demand lags, he can reduce the total supply enough to influence the price and perhaps to hold the price-line. The economists call it an administered-price industry when a large part of it is concentrated in one or a few large firms which "administer" or manage their price and production policies with these considerations in mind.

The reports of the Federal Trade Commission and of the several congressional committees which have recently studied the structure of American business disclose the disturbingly large number of industries in which four or fewer large firms control more than 70 per cent of the business, and the manner in which other industries are being added to the category through the merger process. This development—which is not reached by the Sherman Act—has created a problem which cannot be overlooked in considering the quality of competition in our economy and in determining the policies necessary to preserve its competitive character as the Congress has required be done in the Employment Act of 1946.

Many discount the importance





# Digging-for Logs!

**G**reat forests of Douglas fir cover the summits of the western Cascade foothills. To bring them down, as logs, requires a lot of digging and dirt-moving... for rock-ballasted roads must reach up into the mountains before trucks can carry a single log to the sawmill below.

These roads are private highways, built and financed by the loggers who use them. They must stand up under heavy, pounding loads... yet they have to be built quickly and economically. That's why *International Diesel Crawlers* power more and more of these projects.

Internationals are preferred by loggers who own them because their unbeatable, low-cost performance pays greater dividends. For the same reason contractors, miners, quarrymen, oilfield operators and public works engineers demand International Diesels on their jobs. With Internationals they bring down costs and ease the labor of heavy work. The net benefit is better living for everyone.

*Industrial Power Division*

**INTERNATIONAL HARVESTER COMPANY**

180 North Michigan Avenue

Chicago 1, Illinois

Tune in James Melton on "Harvest of Stars"—NBC Sunday!

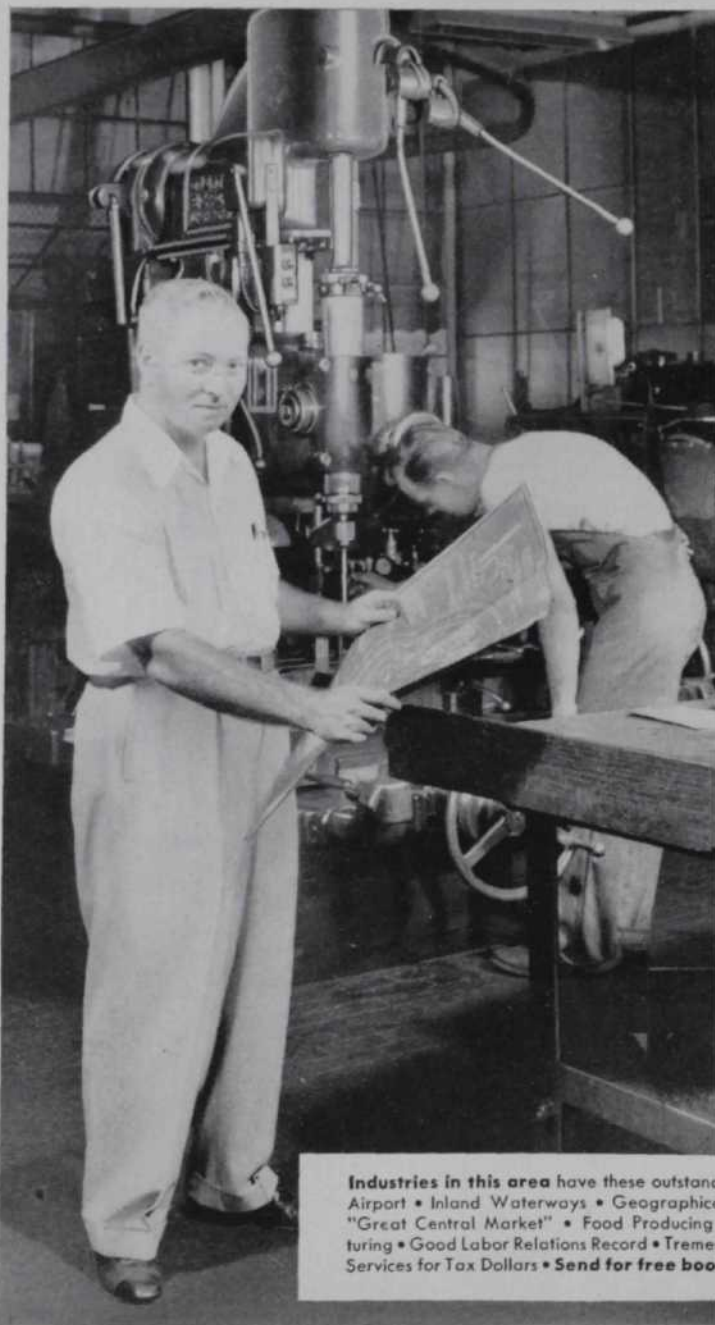


## INTERNATIONAL Industrial Power

Other International Harvester Products... Farmall Tractors and Machines... Motor Trucks... Refrigeration



# Chicago and Northern Illinois... National Center for Technical "Know-how"



Recognized during the war as the world's greatest all-around production center, Chicago and Northern Illinois offer to manufacturers an unequalled concentration of technical skills and knowledge. Here are the expert technicians, the specialized schools and libraries, and the great research laboratories to meet every technological requirement of industry.

The research facilities of commercial and endowed laboratories in this region make it a national center for scientific and technical development. Armour Research Foundation alone devotes 2½ million dollars annually to industrial studies. Supplementing these laboratories, and supplying industry with thousands of graduate engineers every year, are such famous educational institutions as the University of Chicago, Northwestern Technological Institute, Illinois Institute of Technology, and Loyola and DePaul Universities. World-famous John Crerar Library, one of the largest in existence for scientific and technological information, heads this area's impressive list of industrial library resources.

Nearly 40 thousand engineers and chemists are employed in Chicago and Northern Illinois, assuring industry of the technical "know-how" for every industrial problem and operation. Nowhere else in the United States is there such a concentration of technologists with such diversity of skills. Eighteen thousand of these men are members of the 51 societies affiliated with the Chicago Technical Societies Council, embracing almost every field of science, engineering, and technology. The Council provides a unique means for exchanging up-to-the-minute information among these skilled groups.

Manufacturers, both large and small, benefit from the great diversity of technological resources found here. You are invited to write for details on this subject, as they specifically apply to you and your business. When planning to establish or relocate your plant, let our department answer any questions you may have on this or the many other advantages offered to industry in Chicago and Northern Illinois.

**Industries in this area** have these outstanding advantages: Railroad Center of the United States • World Airport • Inland Waterways • Geographical Center of U. S. Population • Great Financial Center • The "Great Central Market" • Food Producing and Processing Center • Leader in Iron and Steel Manufacturing • Good Labor Relations Record • Tremendous Coal Reserves • Good Government • Good Living • Good Services for Tax Dollars • **Send for free booklets containing useful information on these advantages.**

## TERRITORIAL INFORMATION DEPARTMENT

Marquette Building—140 South Dearborn Street, Chicago 3, Illinois—Phone RAndolph 1617

COMMONWEALTH EDISON COMPANY • PUBLIC SERVICE COMPANY OF NORTHERN ILLINOIS  
WESTERN UNITED GAS AND ELECTRIC COMPANY • ILLINOIS NORTHERN UTILITIES COMPANY

*This area has power resources of 2,500,000 kilowatts, with 500,000 kilowatts more already under construction or on order*



of this problem by pointing out that, in the past year, the price policies in the administered-price industries have been far more conservative than in the competitive businesses. It is argued that these policies have contributed to price stability when the inflationary forces have been strong. This argument does not meet the objection to the practices of administered-price industries, however.

Our major concern is with production, not prices. It is only indirectly that management fixes the price which, even in the case of a complete monopoly, is actually determined in the market place by the relation of demand and supply. The important decision of the manager in an administered-price industry, in an inflationary period when it is simple to maintain profitable prices, is the decision not to expand production if to do so would endanger the price level. Yet expanding production is the one process which will halt price inflation.

It is in a period of business recession, however, that the development of the administered-price situation has the more important results in changing the processes of our competitive economy. In a competitive business, production and employment are maintained as long as possible while prices fall, thereby contributing to a reduction in the costs of other producers. In an administered-price industry, prices are maintained and production and employment fall, thereby contributing to the deflationary spiral. Here is a new rigidity in our economy which will limit the process of adjustment of prices and costs of production which was so important in liquidating deflationary forces in 1921.

### To stabilize prosperity

THAT the conditions under which rapid recovery occurred after the depression following World War I are no longer found in our economy does not necessarily mean that a recession now would develop into a deep and lasting depression. It only means that we are playing under new rules which we have adopted because the old ones on occasion led to catastrophes so desperate that we cannot hope to maintain our social institutions if they are repeated. Therefore we have turned from a process which had some merit in cases of moderate business maladjustment and have sought new ways to stabilize prosperity.

We have no experience by which

to judge the success of the new methods. Maintaining purchasing power by farm price-support programs, by wage maintenance, and by the social security laws, may help to limit the process of deflation, or these policies may have an undesirable result in halting the adjustment of the costs of production. The policies of the administered-price industries in maintaining their prices will add to the problem of unemployment, but they may serve a good purpose by providing an area of price stability in a whirlpool of collapsing prices which is hurling business into bankruptcy.

Even if the new philosophy is sound, the way to carry it into successful operation will be found only after much experimentation. The prospect is not so bright that we should omit any action within our power to maintain the high level of production and employment which we now enjoy.

### Proposal outlined

IT IS surely more simple to preserve the forces of business activity while they are operating effectively than to restore their power after their vigor has been sapped. If society, through the action of its government, is able to liquidate the expanding process of deflation after it has started its course, our power to forestall the initial appearance of that process cannot be doubted.

No one doubts that the people will demand the most aggressive government action to rescue the economy from another depression, and it will make no difference what the effect may be on our free economy. Yet we must realize that the very people who will shout the loudest for government action when we are sunk in depression are not willing to accept a little restraint on their economic activities in time of prosperity. They will exert every pressure to defeat proposals for government action to maintain prosperity if they think there would be some interference with their own plans.

The great danger in the careless notion that a recession now would be "another brief and mild recession like the one in 1920-21" lies in its influence in softening our purpose to use every resource to preserve our prosperity.

We will never take the action which is necessary if the opposition can be rationalized by the argument that the danger is not great because if we do have a recession it will cure itself.

(Advertisement)

## The "Horizontal Man" of the Business Market

By NEWMAN F. McEVOY,  
Newell-Emmett Co.

My point is simply that you can miss a lot of prospects in the business market if you use only vertical papers. So, with apologies wherever due, I'd like you to consider the "horizontal" side which every business man has.

I give you my friend Bill as a specific example. Bill is a small manufacturer in a small city. He makes the balls which go into ball bearings. Bill has his vertical side, of course. He reads *Mill & Factory* as regularly as he brushes his teeth. Also, a trade association paper.

But, beyond this, Bill finds he must read *Nation's Business* to keep up with the general picture of business. (It could just as well be any other general business paper to make my point.)

Bill has a lot of friends in all kinds of business. They talk business problems as naturally as women gossip in the line at the Safeway Store. Most of the men, like Bill, seem very well informed on products and services entirely outside their own daily work—everything from office equipment to labor relations.

One of the reasons men look to Bill, he says, is actually for the information he collects from *Nation's Business*.

There you have my idea of the horizontal life which Bill leads, in addition to his vertical life at the office.

If you want Bill to talk about your product or service in his business community, then you have to advertise in a horizontal paper.

Remember that guys like Bill are the spark plugs for 3,726,000 businesses in several thousand business communities . . . and their *horizontal lives* play a big part in the making of many billions of dollars of business market purchases.

So, plan your business campaign to reach Bill vertically *and* horizontally . . . to reach as many community leaders like Bill as your budget will allow.

\* \* \*

This column is sponsored by *Nation's Business* to promote the use of a "mass technique" in selling the business market of America.



# Is Your

**S**INCE 1751, when Philadelphia opened the first voluntary hospital, our non-government hospitals have been the backbone of the country's public health services—and one of the monumental expressions of the civic spirit and the humanitarianism that have distinguished American democracy.

In recent years these institutions have accounted for 66 per cent of all the patients admitted to hospitals, 76 per cent of all the births that occurred in hospitals, and 70 per cent of all the charity cases handled by hospitals.

Today, these voluntary community hospitals face a situation that has challenged their whole established order of method and thought. The situation itself is the result of an extraordinary overlapping of social and political trends,

**Above all, costs must be known**

**NOT ONLY** does the hospital play a bigger part in our lives than it used to, but its problems have multiplied. Far more equipment, specialists and skill are needed today to provide hospital care than ten years ago

GEORGE LOHR





# Hospital on the Job?

By LAWRENCE DRAKE

economic problems and scientific developments. The way they meet the situation—and not what our legislatures may do—will largely decide the battle between private and government medicine.

Key factor in the immensely complex situation is the revolution in the public attitude toward hospitals. The emphasis our way of life puts on personal efficiency, combined with the effects of our high standard of living, has caused a widespread awakening to the importance of good physical and mental health. As a result, hospital care has become almost universally established as one of life's normal necessities.

Voluntary group hospital insurance, and industrial and commercial hospital insurance today cover no less than 30,000,000 Amer-

icans, including 500,000 farmers. It has been estimated that more than 3,000,000 persons a year are joining such groups.

No less significant, in our urban centers nearly everybody is now born in a hospital. Total number of births occurring in hospitals for the country as a whole increased from 621,896 in 1939 to 1,924,591 in 1943. In 1936, only 34 per cent of all births occurred in hospitals; in 1943, 72 per cent. In Connecticut it was 90 per cent. The percentage is steadily rising.

The number of patients admitted to hospitals last year totaled ten per cent of our whole population, while nearly one in every four of us used the out-patient facilities.

The implications of this medical revolution are inescapable. Hospi-

tals today must be prepared to provide full hospital care, on a scale without parallel in history, and to meet the special needs and the purse of every income group.

This formidable social challenge has been complicated by an economic one. Hospital costs have skyrocketed. For one reason, it takes more equipment, technicians, medical specialists, and more room, to provide hospital care today than ten years ago. Higher postwar prices have been equally responsible. The average per patient per day cost for the country's general hospitals has already passed the \$10 mark.

A \$15 per patient per day cost is already not unusual in many of our urban centers. Such authorities as Dr. Basil C. MacLean, director of Strong Memorial Hospi-

The hospital governing board should be made up of young doctors and able business men





tal, Rochester, N. Y., see costs rising to a possible \$20 a day.

The cost of caring for indigent patients has risen enormously since 1938, in many cases as much as 300 per cent. Hospital insurance payments have often failed to cover bare costs for hospital care. One doesn't have to be an economist to figure out how many Americans can face a hospital bill computed on a \$20 or \$15, or even \$10 a day rate.

This situation is made to order for the exponents of government medicine. They are exploiting every angle to increase the already unprecedented inflationary pressure on the financial structure of our voluntary hospitals. They have moved into a ready position to exploit all possible public dissatisfactions with the promise of a "free" public health and medical program. Their strategy is obvious: Government control of all hospitals under a government health program.

Successfully to meet this challenge, our voluntary hospitals must stand up to every implication. That requires an overhauling of their whole approach involving:

1. The concept of the hospital.
2. Composition of the governing board of the hospital.

3. Problem of administration.
4. Cost accounting methods and methods of setting rates.
5. Catching up with the community's medical needs.

**Concept of a Hospital:** As a first step, a definition is in order. What is a hospital?

A hospital is a special facility, dictated by medical science and experience, to enable the surgeon and the physician to provide patients with the best medical care. It is also the only practical instrument for teaching doctors and training nurses.

That's what a hospital is. That's what each community expects it to be. The fact that hospitals began primarily as charitable institutions is now dead history. Indigence is a social, but it is not a medical, problem. As far as most hospitals are concerned, the two problems cannot be separated. But they cannot and must not be confused. Indigent patients come to the hospital today for the same reason as paying patients—to get the medical services which can be had only in hospitals.

Whether a hospital is planned for a particular social group or not, the emphasis must be the same. The purpose of the hospital is to

provide the physicians and the surgeons with the equipment, the technicians and the space which, in the light of the most improved and most successful medical procedures, they must have to give the patient—whatever his social classification—the best and the most efficient medical care possible.

Patients come to general hospitals to get well. And no hospital can serve the patient's purpose well unless it is designed, equipped and managed to satisfy the working requirements of the physicians and surgeons.

**The Governing Board:** Since that is the clear purpose of a hospital, the current trend to exclude doctors from the governing boards of hospitals has already proved itself dangerous and foolish. True, it is desirable that the governing board represent a broad cross-section of the community, precisely because the board, among other things, will thus be in a better position to translate the community's needs into the medical services required. But the members cannot possibly do that without constant and active contact, at each board meeting, with the most objective and most progressive members of the medical staff.

The argument that doctors,



Paying patients should be charged only for what they get, not for the care of the indigent



when put on the board, want to spend too much money, will probably hold water. But it's important to the hospital, as well as to the whole community, that each board have at least several scientific enthusiasts who know what's happening in medicine, and who are ready to fight to get the best for their hospital. There's no other way the board can learn what the hospital needs or lacks.

Doctors should not predominate on a governing board. And a board is no place for retired physicians. The enthusiastic breed of young doctors is precisely what the governing boards need—balanced with the best young business brains in the community. The theory that business men, unless they have lots of money to give away, don't belong on hospital boards, because hospitals are not out to make a profit, is poppycock.

A business man will shortly be in trouble unless he knows how to give his customer the most for his dollar. His troubles will increase if he doesn't know how to get the most for his own dollar. Daily he faces the job of keeping up with improvements and changes without running into deficits. The hospitals desperately need each of these special talents today.

The best possible medical facilities and the most efficient utilization of available funds and personnel are the two most pressing problems hospitals face. When the community's best medical brains and best business brains have been added, the governing board will then be qualified to undertake the job it's there to do.

**Hospital Administration:** The hospital is among the top dozen major industries of the country. Its capital investment is estimated at \$5,500,000,000. It employs about 600,000 persons. Its annual budget is \$1,500,000,000. Government investments alone in hospitals jumped from \$321,000,000 in 1935 to \$2,000,000,000 in 1945. And it's going up by the billion.

The impact of such an annual expenditure, and such a payroll, in a highly specialized field must of itself create complicated managerial problems. Hospital procurement involves more than 6,000 items. The hospital administrator must handle personnel, public relations, financing problems, problems of supply and staff relations.

Neither a physician's training, nor a nurse's training, nor a bookkeeper's training, fits any man for this important job. Yet this job is too often filled largely with people

of such limited training! It's a favorite spot for retired physicians.

The wrong-headedness of this practice in an industry that spends \$1,500,000,000 a year, and which suffers from a chronic deficit problem, is obvious enough. In the past ten years special courses in hospital administration have been set up in universities.

Putting this job in the hands of the right man is one of the immediate tasks of voluntary hospitals.

**Cost Accounting and Rate Setting:** Everybody says hospitals should bring their services within the reach of every income group. But how can a hospital do that? It cannot grade its services. It cannot offer fancy, good or fair services for appendectomies.

Operating costs are the major problem. Does it cost a hospital less to care for a patient in a ward than for one in a private room? That would be hard to prove.

A hospital can offer but one service: the best possible. Differences in surroundings are only of marginal importance.

There is but one way in which the hospital can bring its services within the reach of patients who cannot normally pay for them. That's hospital insurance. This method has not proved very happy in a number of cases—for one reason, because of hospital bookkeeping methods, and ignorance of proper actuarial methods. Furthermore hospitals haven't fully realized as yet how important it is to them that hospital care for the millions be put on a self-sustaining basis.

Survival of our voluntary hospitals depends on whether they can be made largely self-sustaining while providing the services the community demands of them. That's the challenge they face. What will the majority of Americans choose—to be self-supporting in providing for their own hospital care, either through insurance or savings or letting the Government provide a program entirely supported by taxes? How the majority decides will also decide whether medicine is to remain the instrument of a private profession, responsive to a free public, or whether it's to become the property and political tool of Government.

Unfortunately, our hospitals have done little to help the citizen decide in favor of being self-supporting. On the contrary, they have frequently made the paying patient pay for the care of the indigent patients, for the research the hospitals chose to do, and for

## WEARPROOF CONCRETE just like washing it? Yes... with LAPIDOLITH



LAPIDOLITH... the patented liquid chemical hardener... insures your concrete floor investment. Protects you against costly production delays, repairs and accidents due to concrete dusting and disintegration.

One treatment—easy as washing floor—wearproofs and dustproofs, makes concrete 10 times harder. Performance-proved for more than 40 years. For terrazzo, too.

At your dealer's, or write Dept. NB-11 for free folder. Building Products Division, L. SONNEBORN SONS, INC., New York 16, N. Y.

For decorating and protecting concrete floors, try CEMCOAT Filler and Dust-proofer—8 attractive colors, white, black, transparent.

If It's Worth Building... It's Worth Saving!

SONNEBORN "BUILDING SAVERS"

## A warm-hearted Christmas Gift



**Cobb's**  
FINEST  
FLORIDA  
FRUITS

There's no nicer way to remember friends and business associates at holiday time than by giving COBB'S famous tree-ripened fruits and tropical delicacies from the sun-drenched heart of Florida. Gift No. 35, shown above, is a colorful, Mexican half-bushel wicker hamper containing approximately 25 lbs. of oranges, grapefruit, tangerines, kumquats, limes, and sugar loaf pineapple—holiday dressed and boxed for safe delivery. Satisfaction guaranteed. "Store fruit" never tasted like this! Price, \$6.50. Express charges prepaid by us. All orders must be accompanied by check or money order. Send for free, beautifully illustrated brochure-price list showing other popular COBB'S gift fruit suggestions in natural color. We are America's largest Packers, Shippers, and Manufacturers of tropical gift fruits and delicacies. We do not ship cold storage fruit!

### Order NOW for Christmas!

COBB'S, Box C-10, Little River, Florida

☐ Enclosed is my check or money order for \$..... for gift packages to be shipped to names on attached list. For Canadian shipments add 10 per cent.

☐ Please send me your beautifully illustrated brochure-price list.

My name.....

St. & No.....

City.....State.....



the hospital's general administrative incompetence.

That's the crux of the problem. The hospitals must begin to give the paying patient the advantages he deserves, and the encouragement upon which their own survival depends.

The first step is efficient cost accounting; The second is overhauling of the method of setting rates:

**A.** The relationship between hospital and paying patient must be put on an equitable basis. Nothing is more conducive to chronic indigence than the prevailing idea, encouraged by hospital practice, that, if one gets out of paying one's hospital bill, it will be added to some rich guy's bill, and the hospital will lose nothing. The way to stop this idea is to stop the practice. Experiments have shown that patients who previously had pleaded indigence began to pay for their care when they were presented with reasonable bills and were made to understand that the hospital was charging them only for the actual services they received.

**B.** Rates for hospitalization insurance should be based on the hospital cost sheets. With accurate actuarial data showing the incidence of each type of case per 1,000 hospital admissions, and sound cost sheets on which average costs per each type of case could be computed, the ground can be laid for fair rates. Patients with hospital care insurance use hospitals 50 per cent more than the public as a whole. That must be taken into consideration. It is to the interest of hospitals to remove the stigma of semi-indigence from the patient who has hospitalization insurance.

**C.** The cost of indigent patients, accurately computed, should be paid for by taxes, local, state and federal. Here's the proper, and the safely limited place for tax assistance if hospitals are to retain their initiative and independence.

Voluntary hospitals save the taxpayer a lot of money. Payroll costs per person are twice as high in government hospitals as in voluntary hospitals. At the same time, the beds in voluntary hospitals serve practically twice as many patients as the same number of beds in government hospitals. Building costs per bed of government hospitals have in some cases reached the all-time high of \$23,000. And they're going up. Voluntary hospitals are keeping costs down to \$8,000 per bed or lower. From the taxpayer's viewpoint, the economic case for

letting the voluntary hospital take care of indigent patients is unimpeachable.

**D.** Money for research should come out of special funds raised for that purpose. Here is an ideal spot for endowments, and for funds provided by the state and federal Government especially for research.

**Diagnostic Clinics:** If a citizen in the District of Columbia found himself beset with a troublesome and possibly serious ailment, the nature of which evaded his physician's diagnosis, no voluntary hospital in the city has a diagnostic clinic where he could be taken for a thorough and competent overhauling.

That condition prevails in most cities and towns. An extremely small number of hospitals have diagnostic clinics, although the case for the diagnostic clinic was clearly indicated more than a generation ago.

An appalling number of Americans are being shot full of drugs, are being subjected to all sorts of treatments, and are having various organs removed, without the justification of the minimum diagnostic experience dictated by today's medical science.

It is more than a little ironical to launch campaigns to educate the public to the dangers of such diseases as cancer, leukemia or diabetes when, in point of fact, a citizen having some doubts about his physical health and willing to take three to four days off for a proper diagnosis has no place to go unless he has the money to travel to those cities where hospitals have caught up with the indicated medicine of a generation ago.

Establishment of diagnostic clinics, to serve both ambulatory and in-bed patients, is the most urgent single task our hospitals face. Competent and exhaustive diagnosis is the cornerstone of medicine. Providing the facilities, technicians and specialists for it is one of the inescapable functions of a hospital.

Doctors have, in many cases, opposed establishment of diagnostic clinics. The reason is this: Some of the hospitals that established such clinics offered their services direct to the public. The findings of these clinics, given directly to the patients, have often refuted the physicians' diagnosis, prejudicing the patients against their physicians.

A few hospitals have got around this difficulty by arrangements to

serve a number of doctors as a group. These hospitals accept patients in their diagnostic clinics when they are referred to them by any doctor in the group. Thus, each physician in the group finds it better, when in doubt, to refer the patient to the clinic, rather than to stake his reputation on a hasty diagnosis.

This type of group practice offers a working solution. Setting up a modern diagnostic clinic involves a large sum of money for equipment and space as well as a considerable payroll. Experts who have gone into the problem offer a number of suggestions. Hospitals planning diagnostic clinics should also plan to provide office space on the premises for doctors. Many doctors, it has been found, want offices where such complete diagnostic facilities are available.

Such an arrangement could go far both to pay off the investment in space and equipment and to make the clinic self-supporting. It would also make the hospital the service center of the medical profession in the community. In smaller communities, the hospital could also make arrangements with the health department for the joint financing of the diagnostic clinic. Every health department needs the facilities of the diagnostic laboratory at least.

The out-patient departments in most instances can be greatly improved in two ways: First, the hospital could derive real advantages by coordinating it with the general in-bed hospital service. Second, it should be brought more in line with those community needs which neither the health department nor the individual physicians can serve.

While hospital costs have skyrocketed, the periods of hospitalization required for many procedures have been much shortened by new therapeutic methods. It is possible, therefore, by introducing these methods, to make up, in part, for the higher costs with a shorter stay in the hospital.

But there are dangers in this method. Carelessness on the part of the discharged patient, or indifference to diet where a special diet is indicated for a period, can bring on serious and often chronic complications.

To cope with this danger, experiments have been made with a follow-up home service, conducted by the out-patient department, to keep an eye on discharged patients. According to one hospital, the number of readmissions which this follow-up service definitely pre-



vented saved three times what the service cost.

There are an estimated 23,000,000 persons in this country who are handicapped because of disease, maladjustment, injury or war. We have learned a lot about rehabilitating such persons through vocational therapy combined with psychiatric services.

The experts say that 97 per cent of the handicapped millions can be rehabilitated to the point of gainful employment.

That's one field each out-patient department should examine. It isn't always desirable or possible to send handicapped children away to institutions. The same is true of many adults, particularly maladjusted adults. Establishment of vocational therapy departments in the out-patient department can be of great service to the community.

It can also serve to check duplication of services. There'll be less justification and less incentive for government hospitals to appear in the community, in large part duplicating services already existing, and draining the personnel from the voluntary hospitals, if the latter will make an effort to provide the services many veterans need.

### More teaching needed

IT will not be easy to make these and the many other improvements the hospitals need. We are seriously short of physicians and surgeons, of technicians and nurses. This shortage in part stems from another shortcoming of our hospitals, their failure to realize their place and function as teaching institutions.

The probable magnitude of these shortages must be considered in the light of the facts. In 1933, our general hospitals had 386,713 beds. Between 1940 and 1943, the capacity of these hospitals was increased by 388,713 beds. It was more than doubled. We still face an estimated shortage in our general hospitals of some 100,000 beds. We must add the increased size of our armed services and their increased need for medical staffs of all kinds. We must also add the drain on medical specialists and technicians caused by our research in bacteriological and chemical warfare.

These shortages demand not merely the maximum utilization of our voluntary hospitals as teaching and training institutions, but also a coordinated national program, based on a long-range view, energetically and effectively to achieve that objective.



## what language is spoken in his home?

\* KANSAS offers you a pool of intelligent, experienced, capable labor with a record that is free from radicalism, agitation and strife. Kansas labor is 97% American born, largely rural in origin and entirely unresponsive to radical leadership and mass emotionalism. No interpreter is needed to speak to or for Kansas labor . . . the language is plain American and the thinking is American.

Kansans are accustomed to work, and to the idea that reward follows effort. They realize that the interests of Labor and Industry are inseparable. That is why there has not been a serious work stoppage in Kansas in more than a quarter century. That is why you may profit by considering a move to Kansas.

THIS COMMISSION  
WILL BE GLAD TO  
ASSEMBLE FACTS AND  
FIGURES PERTAINING TO  
YOUR INDUSTRY  
UPON REQUEST

### KANSAS INDUSTRIAL DEVELOPMENT COMMISSION

KANSAS *\* REALLY*

812-B HARRISON STREET • TOPEKA, KANSAS

MEETS INDUSTRY HALF WAY

## do you have a PRODUCTION PROBLEM involving GLASS PARTS?



Put Dunbar—America's most versatile Glass Plant—to work for you. Dunbar's custom moulding service can help you cut production costs on hand-blown or pressed glass precision applications . . . on either crystal or heat-resisting glasses. Dunbar engineers work with your designers and engineers on any "glass parts" problem you have. We invite your specifications . . . offer our services. Write Dunbar Glass Corp., Dept. N-1, Dunbar, W. Va.



## SHACKMAN'S SOLVES YOUR GIFT and PARTY PROBLEMS

• It's a fine time- and trouble-saving idea to let SHACKMAN'S supply gifts and party goods for your company's office and factory parties. With over 50 years' experience, we can assure a successful event. Tell us about the party—we'll tell you just what you need. We can also supply Toy and Gift needs for employees and their families.

• SHACKMAN'S has hundreds and hundreds of unusual and exciting party novelties, decorations, tricks, gadgets, masks, puzzles, stocking toys, souvenirs, and the many ingenious items for which we are famed. THESE ITEMS ARE ALL IDEAL FOR EXPORTING TO YOUR FOREIGN BRANCH OFFICES.

• Some of the firms we serve in this capacity include: Standard Oil, United Fruit, Grace Line, Andes Copper, Shell Oil, etc.

Phone, write or visit us today. Our Vice President, Mr. Bauer, will be pleased to discuss your needs.

### B. SHACKMAN & CO.

34th St. & Madison Ave., New York 16, N.Y.

CALedonia 5-0990

Established 1898 • CABLE ADDRESS, Shackatary, N. Y.

Cramer Posture  
Chairs in use  
all over the  
world.



Cramer Dealers  
Everywhere.  
Your inquiries  
are invited.

Cramer manufactures a chair for every seated worker. Over 60 models plus special designs to fit individual needs.

Cramer POSTURE CHAIR COMPANY, Inc.  
1208 Campbell Kansas City 6, Mo.





## Is Plant Location Your Problem Child?

PERHAPS

## MISSOURI

CAN HELP YOU "LICK" IT!

Tell us your problems of plant location. Our staff of industrial engineers will be pleased to have the opportunity of telling you what Missouri has to offer. Your inquiry will be held in strictest confidence.

NEW INDUSTRIAL BROCHURE—

Write today on your business letterhead for a new Industrial Brochure on Missouri, just released. Address Missouri Division of Resources and Development, Dept. 65N, Jefferson City, Mo.



FOR YOUR  
*Business Friends*  
AND THEIR  
FAMILIES!



BLUE GOOSE

*Fabulous Fruit*  
FROM FLORIDA

You connoisseurs of customer good will need no introduction to the magnificent gift quality oranges and grapefruit grown in Florida's famous Indian River country. Blue Goose gift fruit is the cream of the Indian River crop, selected from thousands of carloads by the nation's largest marketer of premium fruits and vegetables. Available from December through May. 90 lb. box \$10.00. 45 lb. box \$5.50. (Specify oranges, grapefruit, or mixed.) 17 lb. box (oranges or grapefruit only) \$3.25.

Perfect condition on arrival guaranteed. Send for free booklet.

\*For points West of Mississippi add 10%.

Air mail, phone or wire order—today.  
We must receive Xmas orders by December 1.

AMERICAN FRUIT GROWERS INC.

Gift Fruit Division • 930 21st Street  
Vero Beach, Florida



# Reading for Pleasure or Profit...

## "Forced Labor in Soviet Russia"

By David J. Dallin and  
Boris I. Nicolaevsky

KARL MARX thought that slavery was dead. Mankind, he argued, had finally recognized that slave labor was less efficient than that of free-men; slaves, assured of their subsistence and hoping for nothing more, could have no incentive to hard work.

But Soviet Russia proves Marx wrong. There the slaves have a new incentive, the threat of starvation. Rations in the labor camps are proportional to output, and a man must work to the point of exhaustion for enough food to keep alive. This system inspires the forced labor which maintains Russia's economy.

"Forced Labor in Soviet Russia" (Yale University Press, New Haven, Conn.; \$3.75) describes the vast, frozen tracts where an estimated 12,000,000 slaves are building Soviet industry. Eyewitness accounts and careful analysis of these labor camps make vivid their economic value, their history, and the human suffering they impose.

Here we read how the utopian prisons of the early Soviet slowly became the slave empire of today. Lenin believed that crime would vanish with capitalism, and after the revolution he established only a few humane "places of correction." But crime, under communism, increased. Prisons multiplied, and the cheap labor and quick death which they provided became essential supports for an unnatural order.

## "Making Better Use of Today's Streets"

HERE'S a subject that's close to your heart. Efficient city traffic means better business for every merchant, fewer ulcers for everyone who drives a car.

"Making Better Use of Today's Streets" (United States Chamber

of Commerce, Washington, D. C.; 35c) tells how to improve conditions quickly in your own town, citing the modern methods used in some communities where traffic flows like milk and honey.

New streets and urban expressways, the ultimate solutions to traffic problems, will take years to construct. Meanwhile there are many inexpensive improvements which can help unsnarl your city streets—pavement markings, traffic islands, coordinated traffic lights with short cycles, one-way streets, special routes for trucks, special signals for pedestrians, prohibition of angle parking.

These and other remedies are illustrated by half a hundred photographs and drawings in the Chamber's booklet. You may want to start a citizens' committee to study this publication and apply its findings. The result could be fewer traffic accidents, more customers for downtown stores, and a general uplift in morale.

## "Forecasting for Profit"

By Wilson Wright

BUSINESS men are finding that economic research can be useful, and "Forecasting for Profit" (John Wiley, 440 4th Avenue, New York; \$2.75) tells how to make it pay. Wilson Wright, an economist who has piloted the Armstrong Cork Company through stormy seas, outlines a method for predicting business weather and gainfully charting your course.

Executives can profit by using various "barometers" which forecast trends in the whole economy. Statistics are available on capital goods production, interest rates, real estate turnover, department store inventories and other weather vanes, each with its special use, which Wright describes, for planning business policy.

Once you've assessed the general prospects, special methods are needed to predict how they will affect your particular line of busi-





ness. That will depend—to name two factors—on the economic category in which your product falls (Wright tells how to place it) and on the skill of your competitors (Wright gives an elaborate technique for analyzing it).

### "Howe and Hummel"

By Richard H. Rovere

DURING the 1890's two shyster lawyers shared top place with queens and actresses in the Police Gazette's "Hall of Fame." They were flamboyant Howe and owlsh Hummel, whose New York law firm waxed fat on blackmail, divorce and murder for nearly half a century.

Howe was the courtroom performer, with 30 changes of costume, from diamond elegance to sober black, in which he played on the sympathy of juries. To protect criminal clients he employed a cast of professional witnesses—sweet-faced grannies, loving wives, adoring children. He could make jack-the-rippers seem like pillars of the church and reduce the court to tears of pity for hardened blue-beards.

Hummel was the legal wizard. He found technicalities which almost emptied New York's jails and nearly legalized murder. Single-handed, he developed modern theatrical law, a respectable part of his firm's practice.

"Howe and Hummel" (Farrar Straus, 53 East 34th Street, New York; \$2.75), a record of fabulous chicanery, will tickle today's readers as much as its heroes delighted the public 50 years ago.

### "Villainy Detected"

Edited by Lillian de la Torre

MYSTERY addicts will enjoy these true tales of villainy as practiced from 1680 to 1800. In an age when you could be hanged for stealing a brass watch, wickedness flourished throughout England. Then, as now, ladies dismembered their husbands, heirs and young girls mysteriously disappeared. But crime had a gallantry it lacks today, among highwaymen and among such witty scoundrels as the inventor of "the first faked alibi on record," who was congratulated by fun-loving Charles II.

"Villainy Detected" (Appleton-Century, 35 West 32nd Street, New York; \$3), by many authors, includes "the first tale of detection" (1756), by the detective himself. Here are puzzles and pools of blood as satisfying as any in the 20th century.

—BART BARBER

# What! No Scrapple?



## The Golden Crescent Market

Rurally Rich...  
Politically Powerful



Copyright, 1947,  
Capper-Harman-Slocum, Inc.

Pennsylvania farm families eat pretty much like other well-to-do folks. Popular brands of easy-to-serve cereals... and other advertised breakfast foods are enjoying wide popularity.

It is the same way with cars, homes and the things other influential families enjoy. Pennsylvania farm folks can and do buy everything they need and want. They are mighty important factors in every merchandising picture.

You can reach this rich market quicker, easier, and at low cost through Pennsylvania Farmer—their own local news farm paper that gets first attention and reaches more than 70% of the farm families in Pennsylvania.





**CLINGS BETTER...SAVES WEAR**

For trouble-free lubrication  
the year 'round  
say

**AMALIE**

— the right grade for every  
car, truck, bus, tractor

FOR EXTRA COLD CLIMATES

**AMALIE  
SUB-ZERO  
MOTOR OIL**

MADE TO FLOW AT 30° BELOW

Same pay—but MILES APART  
in **FILING SPEED!**



**HIDE-AND-SEEK**  
with conventional filing folders



**INSTANT FINDING**  
with Pendaflex hanging folders

Hide and seek is an expensive game—when played in your  
filing cabinets.

Pendaflex hanging folders change it from hide and seek  
to "I spy!"

You see every Pendaflex folder tab the moment you pull  
open the drawer.

You are enjoying the world's fastest, easiest filing method,  
and it's going to knock down filing department costs 20%.

**Oxford PENDAFLEX**  
HANGING FOLDERS

\*Reg. U.S. Pat. Off.

Oxford Filing Supply Co., Inc.  
346 Morgan Avenue, Brooklyn 6, N. Y.

Please send your catalog on Pendaflex filing,  
and name of nearest dealer.

Company \_\_\_\_\_

Address \_\_\_\_\_

Individual \_\_\_\_\_

Send  
Coupon



## Odd Lots

By Reynolds Girdler

### No Monkey Business

THE report was a long time coming, but maybe it was worth it. Almost a year after the big Sept. 3, 1946, market break, the SEC explained what caused it. In essence: more selling than buying. There were no bear raids, no dirty work by "insiders," no dark machinations, said the SEC. Indeed, Wall Street professionals bought more than they sold. But there were too many sellers among the public. Its 80 page report, said the SEC, was "the most comprehensive picture of a day's market yet presented." So it was. It was even more.

It was also an indictment of some SEC regulations. It showed that many elements which once stabilized the market were no longer present, leaving the market to the mercy of mass hysteria. The potency of the Dow theorists also was clearly proven. Many people not Dow theorists sold because they expected Dow theorists to sell "on signal." So, after 11 months' work, the SEC gave an explanation which any reasonably intelligent board-room boy could have given the day after the break. But the politicians wouldn't have believed the board boy. Now Wall Street has evidence that some day may stand the Street in good stead.

★ ★ ★ ★ ★

### Where Are The Customers?

MOST ancient of Wall Street wheezes concerns the visitor who, on being shown the brokers' yachts riding in New York harbor, asked, "But where are the customers' yachts?" The Street no

longer aspires to yachts. Over both the short-term and the long-term, Wall Street volume is down. Example: even 1946's big bull market was some \$5,000,000,000 below that of 1936. Also, during the summer, the Street limped along below the break-even point for most houses. Now the Street asks, "But where are the customers?"

★ ★ ★ ★ ★

### Bull and Bear

FROM the clamor of the 1946 market break, two men emerged with reputations enhanced. They were John H. Lewis, of the firm that bears his name, and Tom Phelps, of Francis I. du Pont. Both, early in 1946, publicly announced that the 1942-46 bear market was over. Since then the Street has been paying even stricter attention to what these two men were saying. Early this fall, the Street again perked up its ears. Phelps had turned bullish, saying the bear market was drawing to a close. Lewis disagreed, reaffirming his expectations of lower prices.

These two Wall Street figures have much in common. Both started as financial reporters. Both are about as far removed in appearance, habits and outlook from the popular notion of a Wall Street broker as anyone could be. Lewis is the introvert, the student, who couldn't sell anyone anything. His following is built entirely on respect for his judgment. Phelps strolls hatless through Wall Street, looking not unlike a graduate student. His is perhaps the finest mind in Wall Street. Analytical, learned, he works about 18 hours



a day, even though it is recognized that he doesn't need to earn another penny.

Said one mutual friend on hearing of the difference in opinion, "Somebody's going to eat crow." But chances are neither will. Both have been right so many times their reputations are secure.

★ ★ ★ ★ ★

## Iconoclast

WALL STREET is badly served by its nomenclature. The Street generally talks in euphemisms, preferring "investing" to "speculating;" the term "securities" to "risks." The Elizabethans were more realistic. In those worldly days, what we today call an "investor" was known as an "adventurer," i.e., one who ventured his money. One of the few in the Street not afraid to tackle a sacred cow now and then is Gerald M. Loeb of E. F. Hutton.

Loeb, who looks not unlike Winston Churchill, is one of the Street's more articulate brokers. He likes to write and does. In one of his brave attempts to educate people to a better understanding of the business of putting money into stocks and bonds, he brings his guns to bear against diversification. This, in Loeb's view, is often lazy escapism. You fare much better, says Loeb, if you put all your eggs in one basket, and "then watch the basket." Moreover, you are more likely to select with greater care and caution if you commit all your funds to one or two ventures than if you spread them over more securities.

★ ★ ★ ★ ★

## Foreign Selling

HAS there really been foreign selling in the recent market? The answer seems to be yes. Proof is supplied now and again as certificates bob up in their "little Dutch jackets," meaning certificates of ownership of American stocks issued by Dutch banks. Foreign selling, says Robert S. Byfield, a noted foreign security authority, is just another haunt in the haunt-ridden house today's investor perforce must inhabit.

★ ★ ★ ★ ★

## Ticker Tape

HEROES riding down Broadway, and the common man lining the curb to cheer, may sometimes wonder "where does all the ticker tape come from?" The answer: Western Union, though the people

# A SECOND REPORT TO INDUSTRIALISTS

**M**EN and roaring machines last month started boring into the Deep River Coal field of North Carolina to awaken this long sleeping giant helper of Industry.

This heretofore dormant resource is to be added to the many factors which make North Carolina a manufacturing plant location that satisfies both Production men and Sales executives. A location in North Carolina offers economies both in production and distribution.

The tobacco industry, the household furniture industry, and the cotton textile industry, to mention only three of North Carolina's many firsts in manufacturing, are shining examples that North Carolina is the home of successful industry.

North Carolina is outside the congested areas, yet close to the nation's richest consuming markets . . . 58% of the country's population is within a 600 mile radius.

There is an abundance of raw materials: forest, mineral, agricultural and from the waters of the sea.

Climate is mild, permitting uninterrupted, year-round production and affording, particularly in these times of high costs, material savings in construction and operating costs.

An unexcelled network of highways and a splendid school system are already in existence and paid for, which means tax trends in North Carolina are downward. The net debt of North Carolina after deducting sinking fund deposits is now less than thirty million dollars.

There are excellent transportation facilities by rail, highway, air and ocean ports.

Electric power rates are reasonable, and there is an abundant supply of good water to suit the most exacting industrial requirements.

North Carolina's friendly people welcome new industries, and workers are intelligent and cooperative.

These factors and these resources can be put to work for you, and for your stockholders.

North Carolina invites Industrialists who are seeking a location where industry prospers. Our Industrial engineers will be glad to develop accurate information and data with regard to your operation in North Carolina. Write Commerce and Industry Division, 3852 Department of Conservation and Development, Raleigh, North Carolina.

**NORTH CAROLINA**  
WHERE INDUSTRY PROSPERS





# skylines ...

## by Otis

In Chicago, for example, there are 8,378 Otis elevators — more than all other makes combined. This busy metropolis has plans underway for one of the world's smartest shopping areas — the "Magic Mile" — along Michigan Avenue from the Wrigley Building to the Palmolive Building. Most of the fine stores, hotels and office buildings along this famous thoroughfare are Otis-equipped.

### LIFT WITH SEA LEGS.

Come high seas and low barometers, Otis marine elevators are specially designed so switches and cables are unaffected by ship motion. If you will be one of the 550 lucky passengers on the maiden voyage of the new American President luxury liner, *SS President Cleveland* — or if you sail with Grace, Cunard White Star, Moore-McCormack or aboard the *SS America* of the United States Lines — there's a good chance Otis elevators will make your trip even more enjoyable.



### CARRIED TO EXTREMES.

Travel stickers for Otis passengers aren't quite as far-fetched as they seem. For Otis elevators in the U. S. last year carried 10 billion passengers, or five times the world's population. If you're "average", you had at least 71 rides in 1946. And remember that elevators and Escalators® are the safest of all mass-transportation mediums.

\* Registered trade-mark of the Otis Elevator Company.



### A MOTHER TO 31,000.

Who takes care of elevators? We do — from emergency repairs to the complete care and upkeep known as Otis Maintenance. Owners of 31,000 Otis-maintained elevators know this superior care pays big dividends — in unflinching service, passenger goodwill and a lifetime of "like-new" performance.



Have you a vertical transportation problem in an office building, a ship, a factory, an apartment house, a store? If so, there is an Otis man in your city who will be glad to give you the benefit of our 94 years' experience.



## ELEVATOR COMPANY

Offices in All Principal Cities

who toss it into the air are brokerage firm clerks.

Western Union, like the Department of Sanitation, shudders every time Grover Whalen dons his carnation. As you would expect, the statistics on ticker tape are impressive. Stock tickers throughout the nation (there are some 1,000 of them) digest 125,000 pounds of ticker tape paper every year. The sports tickers are even more gluttonous, disposing of 275,000 pounds a year. That roll you see being fitted into a stock ticker by a broker's clerk is 400 feet long. It will handle easily the record of business being done on today's stock market. It's only when the volume rises above 1,000,000 shares a day that the clerk has to think about renewing the roll. Most tickers (even the kind you see in luncheon clubs, surrounded by men who pretend they know the symbols) are high speed tickers. This means they'll print 500 characters per minute. Wall Street would like to see their capacity strained a little more often.

★ ★ ★ ★ ★

### In Whom We Trust

PEOPLE trust gold, experience says, because they cannot trust governments. But governments today, exercising ever more of their sovereign powers, will not allow their citizens to own gold. Hence the growing interest in platinum as an inflation hedge. In Wall Street, headquarters for trading in platinum seems to be Bache & Co., which has gradually become a marketplace all by itself in the metal.

★ ★ ★ ★ ★

### New Money

THE Street's investment banking firms are rubbing their hands — and scratching their heads. They see big underwriting business just ahead, if (and the if is big) the capital markets will absorb the new offerings. For the fact is, American business needs more capital. Rising costs have increased the need for working capital. Pushing, urgent markets cry for greater output, which means more and bigger plants. So many negotiations looking toward new money financing are now going on in the street. Some think the volume could top 1929's record of some \$9,000,000,000 in new money. But others, in more sober moments, doubt that the present markets could take the new issues at satisfactory price levels.



# Stake Race for Housewives

By JOHN L. SPRINGER

**N**O MATTER what the current state of the battle of surplus vs. shortage in the nation's trade marts, one old standby has bounced back with all its prewar allure. Step into any retail store and it's a fairly even bet you'll find at least one coupon on the counter—along with a glamorous description of the ease with which you can win a free new automobile, television set, refrigerator or vacuum cleaner.

Contests—those spectacular “something for nothing” devices that thrive on box-tops and 20 word slogans—have come back with a splash. In fact, experts say they've come back so strongly that if they maintain their present rate they'll exceed the peaks reached in their best previous years in the depressed '30's.

Involving lavish advertising campaigns, prizes that may total \$12,000,000 in a year, entry-examining staffs that may number hundreds, contests have become a big business.

A tooth paste company this year offered four new cars a week, along with many lesser prizes, in a jingle-writing contest. A soap manufacturer made his main allure a new prefabricated home, with automobiles to console those who missed the main prize.

## Specialists in running tests

WHERE hard-to-get automobiles or other valuable prizes are the lure, large departments must be set up to handle entries. Often manufacturers turn over the job of running a contest to specialists with experienced staffs. In the top rank in this field are the Reuben H. Donnelley and R. L. Polk advertising organizations.

Mrs. Henrietta Davis, in charge of Donnelley's contest department, says that a surprising number of returns are discarded because of failure to heed the rules. Regardless of how strenuously a contest may stress the fact that elaborately decorated entries carry no weight, some contestants go to expensive but futile extremes. A contest calling simply for new cake recipes is sure to bring cakes already baked, a slogan contest invariably will produce entries that have been painstakingly embroidered, bound into a book, or even set in electric lights.

Some sort of prize in this regard should go to the contestant in an ice cream slogan contest who blocked out letters in pint bricks of the sponsor's product at a cost of about \$15 and then happily delivered the entire slogan personally in a refrigerated carton. The entrant forgot to leave



One woman sent in 40,000 entries

her name and address.

After judges go through returns, a slogan that has reached the top is not usually rated the prize-winner until detectives verify that the potentially lucky person is qualified and did not use an assumed name.

Despite general public opinion, manufacturers usually pay out more for a contest than they make on the immediate increased sales of their product. The word-of-mouth advertising which is generated, however, and the fact that the product has won a trial in many thousands of new homes, usually are regarded as putting the project on the profit side.

Most contestants are housewives who seldom win anything. There was one, for example, who was determined to win regardless of cost. She bought soap by the case, and her closets were stuffed with tooth pastes, mouth washes and patent medicines it would take decades to use. At last reports she had sent in 40,000 entries—and had never won a thing.

Contest firms usually are reluctant to discuss the number of entries garnered in any contest. But what happens when a competition hits the public fancy was exemplified when Radio Comedian Jack Benny offered prizes for letters that insulted him the most adroitly. He estimated he would receive 50,000 replies, but as soon as he announced the \$10,000 grand prize, 25,000 letters a day began pouring in.

Perhaps the all-time high was reached in 1937, when a cigarette campaign drew more than 2,000,000 entrants who sent in 90,000,000 cigarette wrappers or their “reasonable facsimiles” in order to qualify. The first prize—\$100,000—was the greatest in box-top history.

Just how and when contests in their present form were originated never has been determined accurately. It is generally believed, however, that they are an offshoot of lotteries. Even today, legitimate contests must be wary of the lottery laws.

One of the early users of contests as they are known now was P. T. Barnum, who promoted a song-writing competition to publicize the American debut of the “Swedish Nightingale,” Jenny Lind.

With the depression of the '30's they came into their own. During the war they lapsed into obscurity save for a few but now they're back and experts say they are likely to remain, in one form or another, as long as manufacturers try to boost sales—and as long as humans keep their innate urge to get something for nothing.



# On the Lighter Side of the Capital



## This is one reason why

HE HAD been talking with Sen. George W. Malone (R., Nevada) and for a time the senator had him winging. He said the senator is one of these earnest, persuasive men, and if he talked to him too long he might promise to vote against his own best interests. He was put back on the beam, he said, by remembering one of Con Ryan's stories—

"And who is it that would not be remembering Con Ryan of the First Division?"

The story helped him combat Senator Malone's conviction that the way to get Europe back on its several feet is for the American business man to invest money in European enterprises. He agreed that money loaned by one government to another is about as slippery as that big trout that hangs around under Snake River Falls, but he felt obliged to point out that individual investments in Europe are in danger of socialization or nationalization by the individual governments and that no governmental guarantee is worth three cheers in Hades right now because another government is probably impending. Malone, he said, gave him the sad eye.

## A story with a moral

AFTER hearing Con Ryan's story, he said, he would hesitate to put any of his money in European enterprises, except maybe just as a philanthropy, the way you buy a ticket in a baseball pool. He admits that the Europeans can make dresses and crêpes Suzette and things like that but at some time in the future this will be a fiercely competitive world and he feels like playing safe.

"Con Ryan," he said, "was telling of the experience of a friend. She is a widow with three small children and temporarily located in

France and broke. She went to the proper authorities and told how her children needed shoes.

"Ah, oui, Madame," said the Frenchman in charge. 'C'est terrible. C'est hellish. Je kiss your hand, Madame.'

## It doesn't prove anything

CON RYAN said the Frenchman reached up to a shelf.

"'Youse havez trois children,' he said. 'Ah, the pauvre enfants. Voilà the shoes for your three lovely kids.'"

He handed the widow three shoes, all for the left foot. Mr. Ryan knows this is a fact, because his friend has written him a letter, begging that he canvass the shoe stores of Washington for three right shoes.

## Some of them are good

IT'S a shame to keep on picking on Malone, but that's what he gets for talking to his fellow senators. He said that Malone is annoyed by the quality of thought manifested by some employes of the executive branch.

"He burns up," said his fellow, "because men come to Washington who had to tunnel their way out of the Fourth Reader—and does that date the complainant?—and immediately begin to give out interviews about things that run the UN up trees. Malone thinks it is only fair that these newcomers either learn what it is they are trying to do or else abstain from chatter about it."

But some of these newcomers are good. In every case, he said, it is good business to hold your fire.

## There was a case once—

ONE of the topshelf men in one of the big departments had a habit that fretted his associates almost to frenzy. He would lie down on his handsome davenport immediately after lunch, having first taken off his coat and unbuttoned his vest,

and go to sleep. His loving associates saw to it that the office door was kept open.

"None of 'em ever called attention to the fact that not only was his work done up to the minute but that he had become known as a minor authority. None of them speak of that even now. He is remembered as the bureaucrat who snored after lunch so you could hear him in the hall, and not as the man who is pulling down \$50,000 a year in private industry and is considered by his employers to be a bargain at that."



You'd never think that John W. Snyder has anything on the ball if you read some of the columnists. But the Secretary of the Treasury is reputed to have held his own in London and the senator would not say any more about that for fear of arousing the Lion. One reason the British have been so successful is that they object to criticism. He isn't afraid they will not be successful again. He thinks the meek may inherit the earth but they never have yet.

## Continuing to moralize

AMONG the minor employes of the Government—the subheads—the cold fingers of fear are playing the Cowboy's Lament up and down their spines. They are more nearly related to Will Rogers than to the headmaster at Groton. Most have worked hard for moderate salaries and, when the iron ball falls, will be retired on insufficient pay. They do not have to moo in tune with the VIPs because the Very Important People do not know they are alive. They are cynical because they have seen the big raspberries come and go. They will kick in for the ordained charities when they must but they do not pretend to like it.

They're scared.

Too much of the inside stuff has trickled down to them. When it hits the epidermis it sets up a slow burn.

## Just for example

A MAN wants to write a book.

He is a Russian by birth. He has been employed by several European governments, he was attached to the American Army in Africa, he was one of the OSS. He held a job in the State Department for a year, he has no known means of support and he lives freely in what is known as the best





society, and seems to have plenty of money.

The little people would like to know how this man and hundreds of other non-Americans like him were able to latch on to jobs in the State Department so easily. It is true that our Government only has one secret. But a lot of information is always loose.

### Little people quote Lewis

THE little people are afraid of them. They quote with approval Bill Lewis's genealogy of a man he does not like—Bill has a title and indigestion and is correspondent for the London *Times*.

"This man," said Lewis—in a rich Yorkshire accent—"is the descendant of a long line of bachelors."

One of the little people recalled one of the Washington elite who once engaged in an unfortunate genealogical inquiry. His lineage was traced back to two maiden great-great-aunts.

### The one top secret

MANY of the facts of our national life are open to discovery by those interested. It would be possible to



find out just how much we have promised to Europe in addition to what we have given. It would be a long and toilsome job only to be under-

taken by a specialist. Still it would be possible. Anyone who really wants to dig could uncover the truth about the taxes we pay, including the take from everything we eat and drink and see and wear.

The top secret is the story of the kicking around our government folks got in Europe during the period in which the national spine seemed braced up with putty. The whole story is hidden in the State Department files. There is a strong feeling in the S.D. that it would never do to let Americans know how we got our bumps.

### Report of a traveler

A SEASONED investigator just returned from a visit to six European countries reports that where the communists are in control, "There are no strikes, except those ordered for political reasons. Therefore these countries are getting on their feet."

"Where the Communists are not in control the strikes are almost continual. The men out of work

cannot be allowed to starve and the governments are forced to borrow money. If they cannot get the money to buy food then the Communists will take over. When America stops lending money to feed men who won't work—"

### Paradoxes by an expert

WASHINGTON, said Edgar Morris, who has perhaps indulged in more civic activities than any one else in the city, is a nice town. He baited the hook with a jibe:

"A friend of mine has been finding new jobs for a young colored man who came from his home town in North Carolina. The other day he said the youngster had the best job of his life."

"He's working for the Important People's Club. Long hours, but good pay and easy work."

"What does he do?"

"He goes around feeling the members to see if they're still warm."

### A tale in atonement

MORRIS got a letter the other day from a stranger from way down South:

"I forgot to get back to my car and drop a coin in the parking meter when I was in Washington. When I got back to it I found an unsigned note on the windshield."



"I saw by your tags that you are a stranger in town and so I dropped a nickel to save you trouble for overparking."

### Social note from Texas

THE story goes that after cold weather really sets in, Mr. and Mrs. Jack Garner may pay the town a visit. It may be true, but the alleged reason is not plausible:

"I've been reading the Washington papers," Mr. Garner is reputed to have said, "and I see they're plumb full of society goings-on. I might go to Washington just to see the nobility and gentry in full cry. When I was there society was practically confined to Alice Longworth, the Leiters and some old folks who kept tab out of their windows."

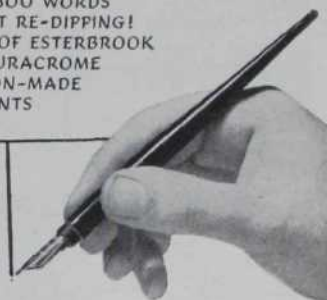
One will get you ten that Jack Garner doesn't come to Washington. Or that if he does he will never leave the Capitol. He isn't in politics any more, but he will be of politics as long as he lives.

For All Your Desk Writing

# Dip-Less\*

## WRITING SETS

WRITES 300 WORDS  
WITHOUT RE-DIPPING!  
CHOICE OF ESTERBROOK  
SOLID DURACROME  
PRECISION-MADE  
POINTS



FILL ONCE...WRITE  
FOR MONTHS!  
SEE WHEN IT'S  
TIME TO  
REFILL



CAN'T LEAK...CAN'T FLOOD  
...PUTS JUST THE RIGHT  
AMOUNT OF INK ON  
THE POINT

## THE RIGHT POINT FOR THE WAY YOU WRITE

Dip-Less\* is the only dip-type pen that gives you a choice of the famous Esterbrook renewable points... "the right point for the way you write." See this amazing desk pen set demonstrated at your stationer's. You'll want a Dip-Less\* Set for your office ...and one for your home desk, too.

Single sets \$2.75 up  
Double sets \$5.50 up

The Esterbrook Pen Co., Camden, N. J.  
In Canada: The Brown Brothers Ltd., Toronto

# Dip-Less\*

writing sets by

# Esterbrook

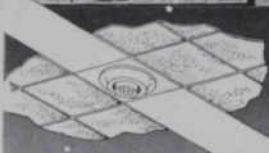
AMERICA'S FIRST PEN MAKER

\*Reg. U. S. Pat. Off.



# Stores...

## SET THE STAGE FOR SALES!



...with Dramatic

# Guth LIGHTING!

## GUTH FLUORESCENTS

FOR "ALL-OVER" LIGHTING

## GUTH HY-LITERS

FOR "SALES PUNCH" ON  
THE MERCHANDISE!

Modern stores need two types of Lighting...for their two types of lighting requirements. And they get both types with GUTH Lighting. For "ALL-OVER" illumination, GUTH Fluorescents provide clear, inviting, easy visibility.

And for spotlight emphasis on feature merchandise displays GUTH Hy-liters deliver the punch that counts where it's needed!

Depend on GUTH Luminaires for Store Lighting. They are designed for smart, modern appearance...and for efficient, dependable performance.

For the soundest advice on Planned GUTH Lighting, call on the Lighting Engineers with your local Light & Power Co., or on your Architect.



THE EDWIN F. GUTH CO.  
ST. LOUIS 3, MO.

# Guth

Leaders in Lighting Since 1902

# ADVERTISERS IN THIS ISSUE

NOVEMBER • 1947

	PAGE		PAGE
Addressograph-Multigraph Corporation.....	9	Kimberly-Clark Corporation.....	6-80
<i>Grizwold-Eshleman, Cleveland</i>		<i>Foot, Cone &amp; Belding, Chicago</i>	
Aluminum Company of America.....	79		
<i>Fuller &amp; Smith &amp; Ross, Cleveland</i>			
American Credit Indemnity Company.....	12	Lord Baltimore Hotel.....	87
<i>VanSant, Dugdale, Baltimore</i>		<i>Emery Advertising, Baltimore</i>	
American Fruit Growers, Inc.....	98		
<i>Davis &amp; Company, Los Angeles</i>			
American Motorists Insurance Company.....	75	Marks, Howard B., Company.....	84
<i>John W. Shaw Advertising, Chicago</i>		<i>Firestone-Goodman, Minneapolis</i>	
American Photocopy Equipment Company.....	77	Marsh Stencil Machine Company.....	84
<i>Arthur Meyerhoff, Chicago</i>		<i>Krupnick, St. Louis</i>	
American Telephone & Telegraph Company.....	14	May, George S., Company.....	4
<i>Newell-Emmett, New York</i>		<i>Jim Duffy, Chicago</i>	
Association of American Railroads.....	2	Metropolitan Life Insurance Company.....	53
<i>Benton &amp; Bowles, New York</i>		<i>Young &amp; Rubicam, New York</i>	
Autopoint Company.....	7	Missouri Division of Resources & Development.....	98
<i>Ruthrauff &amp; Ryan, Chicago</i>		<i>Potts-Turnbull, Kansas City</i>	
Burroughs Adding Machine Company.....	70	Morris, Philip, & Company, Ltd.....	77
<i>Campbell-Ewald, Detroit</i>		<i>Albert Woodley, New York</i>	
Capper-Harman-Slocum.....	99	National Cash Register Co.....	20
<i>McCann-Erickson, Cleveland</i>		<i>McCann-Erickson, New York</i>	
Chamber of Commerce of the United States.....	67	Nation's Business.....	91
<i>Direct</i>		<i>Albert Frank-Guenther Law, New York</i>	
Chevrolet Motor Company.....	15	New Hampshire State Planning & Development Commission.....	5
<i>Campbell-Ewald, Detroit</i>		<i>Charles W. Hoyt, New York</i>	
Chicago, Milwaukee, St. Paul & Pacific Railroad.....	10	Newmac Company.....	84
<i>Roche, Williams &amp; Cleary, Chicago</i>		<i>Conley, Baltzer &amp; Steward, San Francisco</i>	
Chicago, Rock Island & Pacific Railway.....	83	New York State Department of Commerce.....	30
<i>Roche, Williams &amp; Cleary, Chicago</i>		<i>Kenyon &amp; Eckhardt, New York</i>	
Cities Service Oil Company.....	57	North Carolina, State of.....	101
<i>Foot, Cone &amp; Belding, New York</i>		<i>Eastman, Scott, Atlanta</i>	
Cobbs Fruit & Preserving Company.....	95	Otis Elevator Company.....	102
<i>Charles W. Hoyt, New York</i>		<i>G. M. Hasford, New York</i>	
Collin Street Bakery.....	87	Oxford Filing Supply Co.....	100
<i>William J. Springfield, Dallas</i>		<i>Reiss Advertising, New York</i>	
Commercial Credit Company.....	64		
<i>VanSant, Dugdale, Baltimore</i>			
Commonwealth Edison Company.....	90	Permanente Metals Corporation-Kaiser Aluminum Company.....	24
<i>J. R. Pershall, Chicago</i>		<i>Young &amp; Rubicam, San Francisco</i>	
Cramer Posture Chair Co.....	97	Pittsburgh Plate Glass Company.....	3
<i>Potts-Turnbull, Kansas City</i>		<i>Batten, Barton, Durstine &amp; Osborn, New York</i>	
Carrier Manufacturing Co.....	87	Prentice-Hall, Incorporated.....	11
<i>Frizzell Advertising, Minneapolis</i>		<i>J. M. Hickerson, New York</i>	
DoMore Chair Company, Incorporated.....	84	Pullman Company.....	28
<i>MacDonald-Cook, South Bend</i>		<i>Young &amp; Rubicam, Chicago</i>	
Dunbar Glass Corporation.....	97		
<i>VanSant, Dugdale, Baltimore</i>			
Eastman Kodak Company.....	59	Quebec, Province of.....	85
<i>J. Walter Thompson, New York</i>		<i>Russell T. Kelley, Montreal</i>	
El-Tronics.....	84	Reynolds, R. J., Tobacco Company.....	4th cover
<i>May Advertising, Philadelphia</i>		<i>William Eddy, New York</i>	
Esterbrook Pen Company.....	105		
<i>Aitkin-Kynett, Philadelphia</i>			
Executone, Incorporated.....	72	Santa Fe Railroad.....	63
<i>Joseph Katz, New York</i>		<i>Leo Burnett, Chicago</i>	
Facts-on-File, Incorporated.....	84	Shackman, B., & Co.....	97
<i>Maxwell Sackheim, New York</i>		<i>Marvin Sherres, New York</i>	
Goodrich, B. F., Chemical Company.....	3rd cover	Sonneborn, L., Sons, Incorporated.....	95-100
<i>Grizwold-Eshleman, Cleveland</i>		<i>James Thomas Chirrup, Boston</i>	
Goodrich, B. F., Rubber Company.....	1	Soundscaper Corporation.....	85
<i>Grizwold-Eshleman, Cleveland</i>		<i>Erwin, Wacey, New York</i>	
Goodyear Tire & Rubber Company.....	16	South Carolina Research, Planning & Development Board.....	8
<i>Young &amp; Rubicam, New York</i>		<i>Liller, Neal &amp; Battle, Atlanta</i>	
Grande Fruit Company.....	87	Southern Railway System.....	22
<i>Direct</i>		<i>Newell-Emmett, New York</i>	
Guth, Edwin F., Company.....	106	Travelers Insurance Company.....	32
<i>Ridgway, St. Louis</i>		<i>Young &amp; Rubicam, New York</i>	
Hardware Mutual Casualty Company.....	13	Union Carbide & Carbon Corporation.....	69
<i>Roche, Williams &amp; Cleary, Chicago</i>		<i>J. M. Mathes, New York</i>	
Hercules Powder Company, Inc.....	2nd cover	Valdosta, City of.....	83
<i>Fuller &amp; Smith &amp; Ross, New York</i>		<i>Newman, Lynde, Jacksonville</i>	
International Harvester Company, Inc.....	89	War Assets Administration.....	26
<i>Aubrey, Moore &amp; Wallace, Chicago</i>		<i>Fuller &amp; Smith &amp; Ross, New York</i>	
Kansas Development Foundation, Incorporated.....	97	Western Electric Company.....	55
<i>McCormick-Armstrong, Wichita</i>		<i>Newell-Emmett, New York</i>	
Kentucky Chamber of Commerce, Inc.....	73	Yawman & Erbe Manufacturing Company.....	73
<i>Edward J. Spahn, Louisville</i>		<i>Charles L. Rumrill, Rochester</i>	



# Floors to Last a Lifetime

## Another interesting application of GEON polyvinyl materials

THE maker of that floor in the picture won't say so—he says people wouldn't believe him. But chances are the floor will last a long lifetime. It's a new kind of tile—a plastic made from one of the GEON polyvinyl resins.

It's another case of selecting the *right* material for a given job. In this busy airlines ticket office the floor takes a terrific beating from morning

till night. It has to resist wear, aging, sunlight, dirt, water, and many other normally destructive elements. It must clean easily, and stay fresh looking and attractive.

GEON resins can be compounded to provide these and many other properties in an amazing number of combinations to meet specific service conditions.

And they may be processed in many different ways—extruded, calendered or cast into sheet or film, pressure or injection molded. In latex or solution forms, GEON may be used to coat and impregnate fabrics, paper, and cardboard. Products made from GEON resins may be flexible or rigid—clear or opaque—brilliantly or delicately colored.

While we make no finished products from GEON or any other raw materials manufactured by B. F. Goodrich Chemical Company, we'll be glad to work with you on any special problems or applications. For more information, write Dept. E-11, B. F. Goodrich Chemical Company, 324 Rose Building, Cleveland 15, Ohio.



Photo courtesy United Air Lines

Floor tile manufactured by the Sloane-Blabon Corp.



## B. F. Goodrich Chemical Company

A DIVISION OF  
THE B. F. GOODRICH COMPANY

GEON polyvinyl materials • HYCAR American rubber • KRISTON thermosetting resins • GOOD-RITE chemicals



# "EXPERIENCE IS THE BEST TEACHER!

... in bowling and in  
choosing a cigarette,"

says

*Ned Day*

5-Time National  
Bowling Champion

I KNOW  
FROM **EXPERIENCE**  
THERE'S NO  
OTHER CIGARETTE  
LIKE A **CAMEL**



## More people are smoking **CAMELS** than ever before

"GREATEST Match Game Bowler of All Time" is the title bowling authorities have given Ned Day. He's had years of *experience* as a bowler. His most enlightening experience as a smoker dates to the wartime cigarette shortage.

"Those were the days," says Ned, "when I smoked whatever brand I could get. Naturally, I compared. I found by experience that no other cigarette suits my 'T-Zone' like a Camel!" Millions had that same experience. With smoker after smoker who tried and compared, Camels are the "choice of experience."

*According to a Nationwide survey:*

**MORE DOCTORS  
SMOKE **CAMELS****  
*than any other cigarette*

When 113,597 doctors were asked by three leading independent research organizations to name the cigarette they smoked, more doctors named Camel than any other brand!



← **YOUR "T-ZONE"**  
**WILL TELL YOU ...**  
**T for Taste ...**  
**T for Throat ...**

That's your proving ground for any cigarette. See if Camels don't suit your "T-Zone" to a T.

R. J. Reynolds Tobacco Co.  
Winston-Salem, N. C.